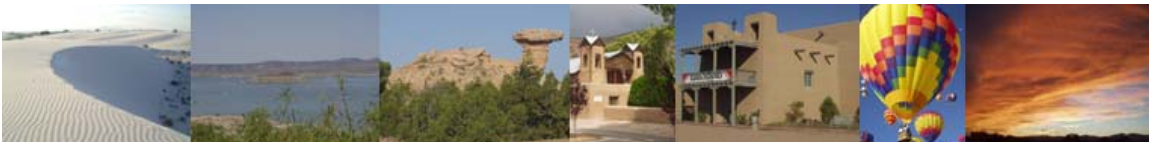# Business Plan

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Workforce Connection of Central New Mexico (WCCNM)

June 4, 2006

SANDOVAL COUNTY
BUSINESS PLAN

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SANDOVAL COUNTY BUSINESS PLAN

EXECUTIVE SUMMARY

New Mexico's workforce system will be business-driven. To achieve these goals, the Workforce Connection of Central New Mexico (WCCNM), which is the Central Areas Board designation, plans to begin operation of its first Workforce Connection One-Stop office, with implementation beginning on or before June 30, 2006, and expanding in the short-term and mid-term to fulfill and enhance business-driven, integrated workforce services. WCCNM Sandoval County One-Stop will demonstrate the business-driven approach, with workforce and human resource services meeting the expectations of the general business community, tailored to facilitate the growth of economy and focus on priority industries. The following Business Plan for Sandoval County states the Board's vision and mission (see Tables A and B) and captures the significant decisions and strategies, which are summarized here, in this Executive Summary.

The WCCNM has designated the following industries as "priority industries": Manufacturing, Customer Service (Call) Centers, Film Making and Construction. These industries are currently significant and are projected to remain significant in the foreseeable future, offering career opportunities, providing high paying, high skill jobs, and contributing significantly to the region's economy. _____ Percent of WCCNM-available training resources are targeted to development of skills in priority industries. The Board has or is in the process of forming industry groups and/or aligning with industry associations. Called Industry Workforce Alliances, these groups and associations will determine the types of training to be delivered, assure training meets industry standards, and shape the workforce services to be delivered to businesses in their industries. The Alliances' work will be supported by a variety of WCCNM resources, including a dedicated Account Representative.

Workforce services to be provided by all WCCNM-area One-Stops are "Human Resources Basic". Human Resources Basic services are intended to provide a pool of qualified job applicants to Central Area businesses and industries. The intent is to train and to refer only individuals who meet the requirements of the job as described by individual business and industry. To achieve the intent, each One-Stop is expected to establish processes for improving its understanding of and responding to the requirements of businesses', particularly in the areas of job requirements, recruitment, assessment, testing, screening and follow-up. Objectives and operating goals have been established and performance targets identified for each (see Table C).

Actions critical to achieving the Board's goals and current status are arrayed in Table D. The Business Plan includes a fuller description of how the Sandoval County will achieve the Board's mission.

Table A

Vision: WCCNM Business-Driven One-Stop	
A strong economic environment, growing industries, highly competitive and profitable businesses, skilled and productive workers and growing, thriving communities.	

Table B

Mission: WCCNM Business-Driven One-Stops	
To deliver value-added workforce and human resource services that contribute to an economic environment in which Central Area industries are growing, businesses are highly competitive and profitable, workers are skilled and productive, and communities are growing and thriving.	

Table C

	Objectives & Operating Goals: WCCNM Business-Driven One-Stops	
Deliver value-added workforce and human resource services by:		
1	Establishing industry groups and/or active working relationships with existing industry groups for the purpose of developing value-added workforce and human resources services, including training and other customized services, including process for the referral of qualified job applicants.	
2	Providing basic human resource services to all businesses in the Central Area	
3	Providing customized services to industries designated an economic priority	
4	Training individuals to industry standards and employer-based certifications	
5	Providing designated Account Representative to businesses in each priority area	
6	Providing single point of contact for businesses	
7	Providing dedicated phone line for businesses	
8	Packaging services to meet the expressed requirements of the business community	
9	Eliminating duplicate business contacts	
10	Providing value-added services, i.e., services that are relevant, valuable, reliable, customized, responsive, flexibly delivered, accessible and meet expectations	

WCCNM ACTION PLAN

Table D

ITEM	STATUS	ACTION	COMMENTS
1	X	Access Area's Economic Situation, Challenges, Opportunities	Accomplished
2	X	Determine Area's Priority Industries	Manufacturing, Customer Service Center, Film Marking and Construction
3	P	Establish "Industry Representatives" to the Priority Industries	Pending contact with each industry; Board members & Executive Director, Site Managers to initiate contacts.
4	P	Establish Working Relationships with Priority Industries	Establish "Industry Workforce Alliances" with each industry or work through existing association, see 3 above.
5	I	Determine Workforce Services Required by Priority Industries	Recruitment, Screening for Job Qualifications; Skills Training to be identified.
6	P	Allocate Training Resources to Priority Industries	___% of training funds to be allocated for jobs in Priority Industries; types of training to be determined.
7	X	Determine Two Locations to be One-Stops	Belen, Mountain Road, Rio Rancho & Moriarty (four determined)
8	I	Identify Workforce Services for One-Stops to Deliver to Priority Industries	Initial concentration will be on learning the requirements of the businesses in the priority industries and customizing the services (including training).
9	P	Establish Metrics for Assessing One-Stop's Achievement of Goals	Allocation of training, success rate for training, and service improvement for Priority Businesses.
10	X	Complete One-Stop Business Plan	Belen, Mountain Road, Rio Rancho & Moriarty Business Plans concentrate on providing quality HR functions, i.e. assessment that leads to quality screening, changing "case workers" to "career counselors" and identifying pool of qualified job applicants.
11	P	Commence Delivery of Training and Workforce Services	Emphasis on HR-related services delivery (see 10 above).
12	P	Continue Guiding Service Development & Service Delivery in One-Stops	Feedback mechanisms include industry experience, business response, and metrics.
13		Assess One-Stop (using "Self-Assessment" six months after services commence)	Formal review on operations are set for October with staff from Central Board, OWTD and site.

X= Complete   I= In Process   P= Planned for completion prior to Sept. 30

<u>**SANDOVAL COUNTY BUSINESS PLAN**</u>

1. <u>Business & Industry Services</u>

The WCCNM provides workforce services to all businesses and industries in the area. To better focus its resources (and in accord with New Mexico's One-Stop Guide), the WCCNM has designated "priority industries", those industries are or most likely will be high-growth/high-wage, to provide job and career opportunities for workers and to contribute significantly to the quality of life in the Central Area and to the wealth of the state of New Mexico. In addition, the WCCNM has developed plans to provide all businesses with a range of value-added services to meet their workforce requirements. Called "Human Resource Basics", the services focus on referral of qualified applicants to any Central Area business requesting the services. While Human Resource Basic services will be available to all businesses in the Central Area, the Board's identification of priority industries reflects its intention to target businesses in priority industries. Significant elements of the Board's plan to serve Central Area businesses and industries are described below.

A. Priority Businesses and Industries

Priority businesses and industries for the Sandoval County area are:, Manufacturing Customer Service (Call) Centers, Film Making and Construction. Businesses within the priority industries are priority businesses. The WCCNM designated an industry "priority" based on a number of factors, including the following: growing industry (i.e., increasing employment and payrolls); significant numbers of new and existing businesses; contribution to the Area's quality of life; clear paths or opportunities for career mobility and promotion; and high-wage, high-growth. How these characteristics are reflected by these industries is shown in Table 1.

Table 1

PRIORITY INDUSTRIES	Growth	Existing & New Businesses	Quality Of Life	Career Options	High $ High Growth	Contribution To State's Wealth
Manufacturing	X	X	X	X	X	X
Customer Service Center	X	X		X		X
Film Making	X	X	X	X	X	X
Construction	X	X	X	X	X	X

The marketing and outreach that will be used for each industry includes (1) forming new or working with established industry groups to identify for each industry the market challenges and opportunities, the workforce-related problems encountered, and the types of workforce services valuable and relevant to solving the problems; (2) addressing the challenges and meeting the opportunities; and (3) following-up to continuously improve services and results. Working with each industry group, the Board will guide development of training (content, format and delivery) for each industry and guide the customization of other workforce services for each industry. Working with the industry groups, called "Industry Workforce Alliances", the WCCNM will assure training meets

industry standards, and workforce and human resource services are delivered in a manner that is reliable and adds value for industry businesses. The Industry Workforce Alliances' work will be supported by a variety of One-Stop and/or WCCNM resources, including a dedicated Account Representative. The Board and site are currently beginning to establish and develop working relationships, industry groups and associations to form "Industry Workforce Alliances". The targeting approach is outlined later in Section III.

Businesses, job seekers, workers, the community, the Sandoval County One-Stop and its partners, the WCCNM will benefit from successful delivery of workforce services to the priority industries, as described in Table 2.

Table 2

PRIORITY INDUSTRIES AND BENEFITS
Manufacturing
The manufacturing industry is, traditionally, a higher skill and higher wage industry, and serves as an "attractor" to support industries, as well as stimulating the development of related services; thus, growth of the manufacturing sector traditionally has a multiplier effect on any area, through significant investment in infrastructure and facilities, by increasing the numbers and variety of new businesses and new jobs, by attracting investment (often from "outside" the area) and by bringing in profits from investment and sales beyond the Sandoval County and Albuquerque areas. Manufacturing requires a relatively higher skill level and wage than many others, provides career opportunities for workers and contributes to investment (both primary and secondary) throughout the area.   Specific benefits accruing to the manufacturing industry from improved workforce services include improved productivity, reduced costs for recruitment from lower turnover and better "fit", as a result of job profiling (leading to a more accurate understanding of the skill requirements), recruitment, screening and assessment of job candidates (aligned with accurate job skill requirements), and training of new and incumbent workers. Benefits accruing to workers include higher wages, improved benefits, enhanced skills, career opportunities and career mobility. For the community, benefits include stable employment, higher wages, and improved economic well being.
Customer Service (Call) Center
Rio Rancho and Albuquerque area are home to over 25 customer service centers serving industries from retail to credit card monitoring and identity theft protection. Over 1200 hundred people are employed by the industry. It is estimated that over 250 job openings per month are available. Customer Service Centers employ Customer Service Representatives, Call Center Supervisors, Help/Support Desk Operators, IT staff and Center managers. In addition to telephone skills, communication, critical thinking, team building and business etiquette are required.   Specific benefits accruing to Customer Service facilities from improved workforce services include improved access to entry-level workers, skills improvement for current workers, improved productivity, increased attendance, decreased turnover and higher morale. For workers & job seekers, benefits include wage, fringe benefits, stable employment, and rapid career and professional growth opportunities. For the workforce system the benefits include access to more job openings for job seekers. For the community, the benefits include corporate stability and continued growth for an important area industry.
Film Making
The film industry is projected to expand vigorously in the Rio Rancho and Albuquerque area in the immediate future. Building on an established and successful series of productions, construction of a new __ square foot production facility is planned to commence in 2006.   The facility will employ an estimated ____. The facility will attract numerous support businesses and employment will further expand. Estimates of new employment associated with the film industry range from ___ to ____. Occupations include ---, ---, ---, ---, and ---; skills requirements range widely.   Specific benefits accruing to the Film industry from improved workforce services include provision of training in areas where skills are in demand, improved access to skilled and trained workers, skills improvement for current workers and improved productivity. For workers & job seekers, benefits include improved opportunites ina growth industry, wage, fringe benefits, new careers and professional growth opportunities. For the workforce system the benefits include access to a wide variety of job openings for job seekers. For the community, the benefits include the success of an important area industry and its support services.

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Construction

    In four years, the population of the Albuquerque region (which includes Rio Rancho) surged 7% (2000 to 2004); recent growth in the Rio Rancho exceeds that of the larger Albuquerque area. Reflecting the region's growing economy and population, employment levels rose twice as fast as the national average in the last month of 2005 (in the Rio Rancho area, growth was even greater). Construction of new residential and commercial facilities is required to support the current and projected population, as well as current and anticipated industry growth.

    A skilled workforce is particularly critical for a healthy and profitable construction industry, because the industry is extremely reliant on human capital (the construction industry has a high worker to capital expenditure ratio). A healthy and profitable construction industry requires skilled workers, and a healthy and profitable construction industry is a pre-requisite for area growth, both residential and commercial.

    Specific benefits accruing to the construction industry from improved workforce services include improved firm productivity, safety, and quality as a result of lowered recruitment costs, reduced turnover, and higher skilled workers. Benefits to workers include higher wages, improved productivity, safer working environment, and career mobility as a result of improved/additional craft skills, improved higher literacy and supervisory training. Benefits to the community include improved economic well-being as a result of higher wages, a continuing economic expansion and strong economic infrastructure.

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B. Services to Businesses and Industries

Workforce and human resource services will be provided through the Sandoval County One-Stop to businesses in priority industries according to the guidance provided by each industry's Industry Workforce Alliance (or working group) and by specific businesses. Working with each industry will be a dedicated Account Representative, devoted full time to the requirements of the industry. Workforce and human resource services will be tailored to the requirements of the industry. Follow-up and improvement will be assured by the continued involvement of each Industry Workforce Alliance and the WCCNM.

MANUFACTURING INDUSTRY

 The Manufacturing industry group not yet fully functional, but many of the manufacturing industry's challenges are well known. Some examples include: difficulty recruiting entry level staff, difficulty training existing workers, and difficulty recruiting and training current staff for supervisory positions. (Note: These will be confirmed or modified as the Central Area's Manufacturing Workforce Alliance's work continues).

In response, we anticipate the following services will be provided. With respect to recruiting trained staff, the following techniques have proven to be effective: accurate identification of job requirements, company characteristics and working conditions and targeting high-interest workers. With respect to recruiting and training new and current production staff, the following services have proven to be effective: accurate descriptions of the skills requirement (based on job profiling), more formal testing and assessment of applicant skills, verification of key job applicant information. With respect to developing current staff for supervisory positions, the following have proven to be effective: profiling jobs to identify required/desired skills, development of formal career ladders, formal assessment, supervisory skills training to support career advancement for

incumbent workers. The Manufacturing Workforce Alliance is expected to endorse and support many of these services and to require others, as well.

With the formation of the Central Area's Manufacturing Industry Alliance, Sandoval County will begin implementation of tailored services for the Manufacturing industry.

CUSTOMER SERVICE (CALL) CENTER

While a Customer Service industry group is not yet formed, many of the industry's challenges are well known. Some examples include: difficulty recruiting new staff, difficulty retaining staff and high turnover. (Note: These will be confirmed or modified as the Central Area's Customer Service Workforce Alliance's work continues).

In response, we anticipate the following services will be provided. With respect to rapid recruitment, screening and referral, the following techniques have proven to be effective: establishing a "pool" of qualified and interested potential job candidates, continuous co-ordination between the Call Center(s) and the One-Stop and the between the One-Stop and potential job candidates, streamlined referral processes and continuous follow-up to assure the center is getting the quality of candidates it expects in a timely manner. With respect to job retention and lessening turnover, the following techniques have proven to be effective: realistic job previews (providing potential job candidates with both the positive and the negative aspects of a job), job re-structuring and job rotation, development of career ladders, innovative training delivery supporting career advancement as workers gain experience. The Customer Service Workforce Alliance is expected to endorse and support many of these services and require others, as well.

FILM MAKING

While the Film industry group is not yet fully functional, much work has been done and much accomplished. The community is meeting the challenges, and many opportunities lay ahead. Already. Some examples include: difficulty recruiting new staff, difficulty retaining staff, high turnover, and an aging workforce of skilled and certificated employees (creating more pressure for trained staff in the very near future). (Note: These will be confirmed or modified as the Central Area's Health Care Workforce Alliance's continue).

In response, we anticipate the following services will be provided. With respect to recruitment and screening prior to referral, the following techniques have proven to be effective: active recruitment, realistic job previews, active retention programs, job re-structuring and development of career ladders, and innovative training delivery supporting career advancement for incumbent workers. The Health Care Workforce Alliance is expected to endorse and support many of these services and require others, as well.

With respect to training, the following techniques have proven to be effective: use of flexible training delivery methods (including on-site classes, formalized coaching and

mentoring), formalization of career ladders and lattices, and flexible scheduling of classes and labs, conducting formal/classroom training on-site, etc. Closer work with training facilities, certification of current hospital staff as instructors and flexible scheduling of classes (including scheduling classes "on site") are expected to address some issues of poor participation and matriculation in training.

With the formation of the Central Area's Health Care Industry Alliance, Rio rancho will begin implementation of tailored services for the Health Care industry.

CONSTRUCTION

The Construction industry group is not yet fully functional, but many of the construction industry's challenges are well known. Some examples include: a shortage of skilled workers (industry is estimated to be short approximately a quarter million workers a year; the Albuquerque area is reflective of the national trend), high turnover (increasing after the age of thirty), and an aging journeyman level workforce (one report estimates the average age nationwide at 47 years) with insufficient numbers of potential workers attracted to the industry due to a number of factors including industry image, lack of training skills craft or supervisory training, and no clear career path (consequently, as construction workers gain experience and skill, they often move to jobs in other industries) . In addition, a number of construction companies are small businesses (one survey indicated over 83% of the companies have fewer than ten employees) and are, therefore, less likely to have highly developed HR or training capabilities to deal with many of these workforce challenges. (Note: These will be confirmed or modified as the Central Area's Manufacturing Workforce Alliance's work continues).

With the formation of the Central Area's Construction Alliance, Rio rancho will begin implementation of tailored services for the industry.

C.   Services to be Tailored for Businesses in Priority Industries

It is too early to know all the services or to state how specific services will be tailored to meet the requirements of individual businesses; however, some of the services which will be tailored for businesses are summarized in Tables 3A, 3B and 3C.

HUMAN RESOURCE & WORKFORCE SERVICES for BUSINESSES & INDUSTRIES

Table 3 A

HUMAN RESOURCE AND WORKFORCE SERVICES to BUSINESSES & INDUSTRIES
BUSINESS INFORMATION & RESOURCES : Level 1
Designated contact(s) to assist businesses seeking / using level 1 services (explain the services, especially screening)
Dedicated phone line for business contacting the One-Stop
Post job openings through the Internet ("Non-Suppressed")
Access applicant resumes / applications
Access Labor Market Information
Access information on affirmative action, diversity; tax incentives; training programs, including apprenticeship; human resource-related issues; labor relations; healthy workplace
Use of equipment, including fax, phone, copy machines, computers, internet, offices for interviewing
Outplacement services
Referral to business resources

Table 3 B

HUMAN RESOURCE AND WORKFORCE SERVICES to BUSINESSES & INDUSTRIES
CUSTOM WORKFORCE SERVICES : Level 2*
In addition to Level 1 Services:
Single contact for businesses seeking/using level 2 services
Dedicated phone line for business contacting the One-Stop
Studies and feedback indicate businesses will most likely request services such as the following:
Assistance identifying job requirements
Assistance describing job opening
Assistance with job postings
Recruitment
Screening for designated job requirements
Skills testing / assessment
Conveying potential job applicant skills to business
Referral of screened / qualified applicants
Workshops, e.g., business financing, venture capital, establishing a business, entrepreneurship, legal & tax questions
Referral to additional partner, community & business resources

*Customized Workforce Services are intended for businesses in industries that are not Board-designated Priority, but request services beyond Level 1.

Table 3 C

HUMAN RESOURCE AND WORKFORCE SERVICES to BUSINESSES & INDUSTRIES
INDUSTRY SERVICES : Level 3
In addition to Levels 1 and 2 services:
Designated Account Representative for each business in a Board-Designated Priority Industry
Industry Workforce Networking Group for businesses in Priority Industries
Training tailored to requirements of businesses in Priority Industries
Services tailored to requirements of businesses in Priority Industries, such services as:
Job analysis and job profiling
Assistance with job descriptions and job order writing
Customized recruitment and screening
Reference checks
Drug testing
Applicant assessment & testing
Referral of screened / qualified applicants
Establish / confirm licensing or industry skill requirements
EEO / Affirmative Action & Employment Information
Conveying job potential and job applicant's skills to business
Occupational skills specific training
Customized work training
Work experience
On-the-Job training

Services in Tables 3A and 3B are available to all businesses; services in Table 3C are targeted to businesses in priority industries.

Information from businesses and industries in and around the Central Area indicate the problem is not limited to "access" to services, but involves an array of problems. The Chambers of Commerce recommends the following: (1) providing services with "quality", "relevance" and "responsiveness"; (2) establishing a dedicated phone line to serve employers; (3) establishing a "single point of contact" for key employers; (4) integrating contacts to avoid duplicate contacts by economic development, human services, education, and workforce; and (5) continuing improvements based on results and customer feedback. In addition, the State Business Outreach Committee recommended the following improvements: (6) packaging services to meet the specific needs of local businesses, and (7) providing service that is "flexibly delivered", "customized to meet requirements", "reliable", "valuable", and "meets expectations".

Responding to all of business's recommendations will have far reaching consequences. To begin, the Sandoval County One-Stop, working with the WCCNM, will conduct a review of services and supporting processes in light of these recommendations, re-structure the process to deliver services that respond to these recommendations, and evaluate results. It is anticipated that processes supporting the "Basic Human Resource" goal will be the first to be improved. These processes include methods for identifying and recording job descriptions/announcements, job applications, methods for "matching", and methods for selection of individuals for referral and follow-up. With each improvement of these processes, a review will be done to assess the level of improvement experienced by business and industry customers and the results achieved.

D. Marketing Strategy for Business & Industry

The key feature of workforce marketing and outreach demanded by business and industry is that contacts and service delivery be integrated among economic development, human services, education and workforce. In addition to providing an integrated marketing approach, the WCCNM will be conscious of the problems sited by business and listed in the section above.

Marketing will be based on acknowledging a view widely held by many businesses, i.e., that of the "Workforce System" is really the "UI Office" or "Welfare Office". By focusing on providing "Basic Human Resource" services, marketing for the newly established One-Stop Centers will be structured in ways that enable a re-positioning of the New Mexico Workforce Connection away from "UI Office" and "Welfare Office" to "Workforce System".

Marketing by the WCCNM, the Sandoval County One-Stop and its partners will be targeted primarily to businesses in priority industries; such marketing will be linked closely to the work of the Industry Workforce Alliances. The marketing will reflect the three Levels of Services available to priority industry businesses and will emphasize the Workforce Connection's capabilities to tailor services, including training, to meet the

requirements of priority industry businesses. While other marketing efforts may be authorized occasionally, the Board's focus will be businesses in targeted industries.

Marketing and outreach for each priority industry within the Sandoval County service area will be conducted in co-ordination with the Workforce Alliance and business requirements of the industry. The approach for each is described in Table 4.

Table 4

PRIORITY INDUSTRIES AND INDUSTRY-SPECIFIC MARKETING APPROACH *

. Manufacturing
Meet one-on-one with owners/managers; listen to business situations and learn workforce & workforce-related needs. Meet with industry group or association to form Industry Workforce Alliance to identify common workforce needs, including training. Develop delivery options. Meet one-on-one with individual businesses to discuss proposals for tailored services. Modify and refine proposals. Deliver services and assess service experience and results.

Customer Service (Call) Center
Meet one-on-one with Center managers; listen to business situations and learn workforce and workforce-related needs. Form the Customer Service Workforce Alliance and meet with the industry group to identify and confirm training needs common to the industry. Develop alternative possible solutions to address common training needs. Identify possible resources and proposed solutions. Conduct on-site visits to learn more and evaluate specific situations and explore feasibility of proposed solutions. Survey existing resource base service capacity. Develop alternative service delivery options. Tailor current service delivery methods to deliver the services proposed. Package proposals. Refine proposals with Alliance members. Deliver. Assess. Refine delivery.

Problems likely to be targeted for solution, then marketing, include rapid referral, recruitment of job candidates, screening (assessing) job candidates based on specific skills, and rapid referral tailored to the needs of individual centers.

Film Making
Meet one-on-one with industry leaders both business and labor; listen to business situations and learn workforce & workforce-related needs. Meet with industry group or association to form Industry Workforce Alliance to identify common workforce needs, including training. Work to continue and enhance current cooperation. Develop delivery options to meet rapidly changing needs. Meet one-on-one with individual businesses to discuss proposals for tailored services. Modify and refine proposals. Deliver services and assess service experience and results.

Construction
Meet one-on-one with business owners/managers and labor groups; listen to business situations to learn workforce & workforce-related needs. Assess, analyze, evaluate, understand and appreciate industry situation and workforce needs. Form Workforce Alliance or work with existing groups. Survey existing resource base service capacity. Develop alternative possible solutions to address workforce needs. Identify possible resources and proposed solutions. Develop alternative service delivery options. Package proposals. Refine proposals with individual businesses or groups. Deliver services; assess results obtained by the businesses, workers and industry. Refine services. Identify successes, quantify results, and develop success stories.

* Note: The above marketing approach describes the basic steps that will be followed in the marketing process. Specifics for each industry will be developed following these steps, but are not yet known.

Business's perception of the Workforce System is mixed. A negative perception exists in many areas. The WCCNM has worked to change the negative perceptions in the following ways. First, the WCCNM has acknowledged that businesses' negative perceptions are based in large part on negative experiences with the workforce system

and its services. These resulted from poor service, such as lack of call-back, un-responsiveness, not sending applicants, sending many unqualified applicants, not being flexible (meeting the schedule or conditions the business required), not understanding the specific needs of the business (including the working conditions and market situation faced by the business), multiple "outreach" calls on businesses from various "workforce" agencies, and so forth. Second, that the businesses' needs were often not being heard. Third, that the services offered were often viewed as inflexible, both in terms of services that would be available and how the services would be provided.

To create a more positive perception of the Workforce System in New Mexico and to correct the perceptions identified above, the WCCNM will make the following changes. First, the WCCNM will improve services by (1) identifying a single point of contact for business, (2) establishing a single phone line dedicated to business use, and (3) establishing a business representative's knowledge of each priority industry.

Second, the WCCNM will actively seek out key businesses to join the Board and will establish "Industry Workforce Alliances" to help guide all the Board's strategies with respect to priority industries. The WCCNM will work to include businesses from the following industries and respond to their requirements when establishing service strategies: Manufacturing, Customer Service (Call) Centers, Film Making and Construction.

Third, the WCCNM will begin to tailor its services to the requirements of its priority industries and to businesses in priority industries. For example, to meet the needs of businesses, training may be shifted from classroom to on-the-job or on-site training; to respond to requests for better qualified referrals for all businesses, processes that support job applicant referral will likely be revised and improved; to respond to requests for better qualified referrals for priority businesses and industries, applicant "assessment" processes will be improved.

Fourth, the WCCNM will establish a business oriented theme for its marketing to businesses; the theme will be "Human Resource Basics". In conjunction with the theme of providing "Human Resource Basics", the Board will assure the Sandoval County One-Stop (1) focuses on new and/or improved processes that will lead to establishing a pool of qualified workers for businesses in priority industries; (2) develops and/improves processes (including assessment and testing) which will result in dramatically improved referral of job seekers to businesses in priority industries; (3) re-defines the public presentation of Workforce Connection staff to emphasize the workforce aspects of the work performed (e.g. altering such titles as "case manager" and "job order taker" to "employment consultant" and "human resource associate", respectively); (4) re-positions services from "welfare" to "human resource" (e.g. ceasing to market OJT as a "saves you money" program to a "productivity improvement program"); and (5) streamlines the paperwork, processes and procedures to deliver to businesses the services businesses want in the way businesses want them to be delivered.

Fifth, the WCCNM will (1) focus the marketing of the Sandoval County One-Stop on the WCCNM theme of "Human Resource Basics"; (2) provide standard marketing materials required for use by all Sandoval County One-Stop business marketers; (3) require standard training for all who represent the Sandoval County One-Stop; and (4) develop and require use of a standard process (to be automated in the future, if warranted) for tracking and following up on business and industry contacts.

Marketing of the Workforce Connection services to businesses beyond those in priority industries will be limited to the Board's discretion. Nevertheless, the improvements sited in the section above will benefit all businesses. During the year, the WCCNM or the One-Stop may under take some specific additional marketing efforts; however, it is anticipated that resources will be limited, as will additional marketing efforts.

E. Methods of Business & Industry Service Delivery

The following attributes of service are required by businesses: Relevant to Needs, Valuable, Easily Available & Accessible, Easy to Use, Responsive, Delivered Flexibly, Customized to Meet Requirements, Reliable, Meets Expectations. These attributes were identified through a variety of methods, including work by the Workforce Connection Integration Team, numerous prior studies and focus groups, Chambers of Commerce, and an LFC-funded study.

The Sandoval County One-Stop delivery methods will assure businesses and industries receive services that have each of the above attributes. The Sandoval County One-Stop will focus on achieving the goal first for businesses in priority industries, then, applying the lessons learned to other businesses and industries.

As noted earlier, for priority industries, the Sandoval County One-Stop will form Industry Workforce Alliances to guide the development of the service delivery strategy for businesses in the Manufacturing, Customer Service industries, Film Making and Construction. Specifics with regard to services in each industry will be developed under the guidance of and consistent with the requirements of each Industry Workforce Alliance or Group. Likely services to be improved are discussed below.

For the Manufacturing industry:

Recruitment – local Manufacturing providers have difficulty attracting and finding qualified applicants; recruitment for the industry by the workforce system is not routinely done.
Assessment – local Manufacturing providers may benefit from formal assessment of potential applicants' interests, abilities and prior work; currently, the workforce system performs some screening, and little formal assessment for the industry.
Referral of Qualified Candidates – local Manufacturing providers should be provided candidates who not only meet the qualifications, but are the "best qualified". In addition, referred candidates should be "followed-up on" by the workforce system to learn and confirm what makes a "good fit" for the industry and the employer. Currently,

referral to the Manufacturing industry is not tailored to its need; the referral system will be tailored to meet the needs of the industry and specific businesses served.

Training – local Manufacturing providers may benefit from training of entry-level employees and of incumbent workers. Over the coming months and working with the industry, the workforce system will develop, refine and improve the types of training, curriculum and delivery methods.

For the Customer Service Center industry:

Recruitment – local businesses in the Customer Service Center industry production requirements and retention problems that can necessitate attracting and finding qualified applicants rapidly; current recruitment for the industry can be improved.

Assessment – the Customer Service Center industry's requirements differ from business to business and for each job; however, most customer service center jobs require dealing directly with customers. The industry may benefit from a more rigorous assessment of potential applicants' interests and ability to provide "person-to-person" service; the workforce system's current assessment may need to be reviewed to identify areas for improvement.

Referral of Qualified Candidates – local Customer Service Center providers should be provided the candidates who not only meet the qualifications, but are the "best qualified". In addition, referred candidates should be "followed-up on" by the workforce system to learn and confirm what makes a "good fit" for the industry and the employer. The referral system will be tailored to meet the needs of the industry and specific businesses served.

Training – local Customer Service Center providers may benefit from improved training of entry-level employees and of incumbent workers. Over the coming months and working with the industry, the workforce system will examine possible refinements and improvements to the training, curriculum and delivery methods. For example, basic customer service training may be improved for entry-level staff; basic supervisory training may be tailored for more experienced customer service staff. The decisions regarding improvements to the training will be made in conjunction with the businesses in the industry.

For the Film Making industry:

Recruitment – challenges in attracting and finding qualified applicants as the industry presence increases and the scale magnifies; recruitment for the industry by the workforce system must be refined and expanded to respond to demands of rapid growth.

Assessment – as businesses open and response to job openings increases, businesses may benefit from formal assessment of potential applicants' interests, abilities and prior work; the current workforce system's assessment requires refinement to accommodate the variety of new skills requirements.

Referral of Qualified Candidates – As the industry grows, the workforce system faces the challenge of learning each new business's workforce requirements. Referred candidates should be "followed-up on" by the workforce system to learn and confirm what makes a "good fit" for the new businesses. Currently, referral does not typically

involve "follow-up"; the referral system will need to incorporate actively "follow-up" with industry businesses.

Training – to build the skills and respond to demand, training programs have already begun for a variety of film industry occupations. New classes, certifications and degree programs are currently being offered or are in development. Over the coming months and working with the industry, the workforce system will develop, refine and improve the types of training, curriculum and delivery methods.

For the Construction industry:

Recruitment – many businesses in the construction industry have limited staff dedicated to personnel functions (recall the study that found 83% of construction industry firms have fewer than ten employees); consequently, many businesses in the industry do not have resources to devote to traditional "personnel department" functions, such as recruitment, assessment, screening, etc. Current recruitment by the workforce system of workers to meet specific skill requirements in specific skilled trade areas is limited to the "standard operating procedures". Recruitment for entry-level employees, including those who may want to build a career in the construction industry, is also limited. Recruitment for the industry's businesses should be improved and tailored to meet this needs of businesses in the industry.

Training – areas in which training may be beneficial have been identified; they include basic skills training, advanced skills training, safety training, supervisory training, and training in new materials and methods. Much training in the industry is "on-the-job-training", both informal and formal. The formal training is supplemented by classroom instruction. Training is provided by the trade, the individual business (or co-workers), and sometimes by vendors. Currently, training resources may be provided to individual employers. The WCCNM will improve the availability and effectiveness of training for construction industry businesses and workers consultation with the Workforce Connection sites and guided by the Construction Industry Workforce Alliance or similar group(s).

Improvements in the processes that support the referral service are anticipated to improve services for all businesses and industries (see Page 32 for plans to improve referral services). These basic processes include: job application, job order, assessment, testing, screening, interviewing potential referral candidates, interviewing businesses that placed job orders, visiting job sites, job analysis and follow-up. While the process may improve initially the services provided to businesses in priority industries, the WCCNM is anticipating service improvements for all businesses and industries.

Three key features of service required by businesses and industries are (1) a single point of contact, (2) an Account Representative for each business in a priority industry, and (3) a dedicated phone line to serve business customers.

Once a service has been initiated, a single person will remain in contact with the business until the business requirement is satisfied.

An Account Representative will be appointed for each priority industry and will be charged with liaison activities with businesses in the industry, with the Industry Workforce Alliance (and with working to establish the Alliance or similar group in an established industry association or group). The Account Representative will contact businesses in the priority industry, learning the needs of businesses in the industry, analyzing the workforce needs of businesses in the industry, developing and tailoring workforce services to meet those needs and serving as liaison with the Central Area's Workforce Connections to assure that: services are provided; services have the desired attributes; services meet the requirements of the businesses; and services achieve the results desired by the businesses.

A phone line dedicated to use by businesses will be established with a separate number displayed in the Central Area marketing materials and listed in the phone book and on the website.

Referral is a workforce service critical to businesses and job seekers. Processes that support the referral system involve both the "business side" and the "job seeker side" and effectively "merge" the two. Coordination of business and job seeker processes to improve the referral system is described in detail on Page 32.

Training, like referral, is critical to the growth and development of industry and to the development of future careers for workers and job seekers. To improve results, first, the Central Board will dedicate ninety percent of the available training funds to priority industries. Next, the WCCNM will provide training that conforms to industry-recognized standards and/or to employer-based certifications. Finally, the WCCNM will work with each Industry Workforce Alliance to deliver training tailored to the industry requirements and delivered flexibly to meet the operational needs of individual businesses.

At this time, it is not possible to state with certainty the specifics of the training for businesses in each priority industry; however, some problems have been identified which may be addressed with training.

For the Manufacturing industry, qualified staff is difficult to find. Entry-level staff turnover is high. Potential job candidates may be attracted to jobs in the industry, but may not have the requisite skills and ability to be successful upon entry. Incumbent workers may not have access to the training that will lead to career and promotional opportunities. Assessment may be appropriate for both entry and incumbent workers. Training may be applicable industry-wide in areas such as safety, basic skills and teamwork.

For the Customer Service Center industry, retention presents challenges. New entrants may not fully be aware of the industry's working conditions and skill requirements. Filling openings created by turnover can be a significant cost to the industry. Incumbent workers may not have training to acquire the requisite skills to advance. Realistic job previews and training are potential solutions.

For the Film industry, a major production facility and support businesses arriving in a new area will find a capable and ready workforce. Skills demands have been and continue to be identified. The skills requirements and training needs of the industry are a top priority for the workforce system. A proactive process to identify and satisfy the skills needs of the industry is currently moving rapidly to develop curriculum, structure courses and provide training.

For Construction, training needs have not, to date, been identified for industry-wide demand. While training to meet specific and unique occupational requirements may continue, the goal is identify needs common to the industry, and training may be developed to meet these common industry demands.

Training in other industries may be made available based on industry demand, available resources, and other factors.

For all businesses and industries, workforce service delivery goals will be improved through the methods described on the following page in Table 5.

Key Attributes of Service Delivery and Methods to Achieve Them

Table 5

Key Service Delivery Goal	Methods to Achieve Key Goal
Workforce Connection viewed as a primary provider of skilled workers for area employers and as provider of "Human Resource Basics"	* Regular and active engagement of employers through Industry Alliances. * Consistent delivery of service based on business requirements. * Improvement of processes supporting the referral service.
Services characterized by relevance, valuable, reliable, responsive, customized, flexibly delivered, responsive, available, accessible, meets expectation.	* Active involvement of businesses through Industry Alliances. * Feedback from businesses to staff and service providers. * Continuous improvement of processes supporting service delivery.
Business has a single point of contact, not several and no competing contacts	* Business Specialist serves as the point of contact.
Systems, processes, and paperwork in place to support successfully meeting employer and customer needs	* Board and site manager agree on performance requirements and service systems to be improved.
Paperwork and processes must not be burdensome for employers	* Board and service provider staff agree on contracts and forms to be revised and simplified
Adequate and appropriate initial and comprehensive assessment of customer.	* Board in co-operation with Industry Alliances designates one or a menu of assessments. * Service provider staff trained to conduct and score initial and comprehensive assessments/tests.

The above-listed improvement methods apply equally to businesses of priority industries as well as all other businesses.

F. Methods Used for Business & Industry Service Delivery Improvement

A key to achieving the WCCNM goals, the New Mexico's workforce system and for the Sandoval County One-Stop is providing services that help businesses and workers respond successfully to workforce problems. The key measure of value for a workforce service is the measure of the results achieved by workers and businesses. While each partner program and agency in the One-Stop will maintain its unique measure of success, the WCCNM will rely on "external metrics", i.e., information from and about workers

and businesses experiences, and information about the value and results achieved with Workforce Connection services.

The Industry Alliances provide the primary feedback for measuring the value of services as well as individual workers and businesses will also be relied on.

Information from employers and workers will guide the development and delivery of services. While a wide array of workforce information and data, transactional data, projections and data from the automated sources are available; the first hand experiences of businesses, job seekers and workers will be the primary drivers of service improvement, and their results will provide a primary metric for evaluating service value.

Account Representatives and those serving as "single point of contact" for businesses will be responsible for learning about the economic outlook and job needs directly related to priority industries, businesses in priority industries and businesses seeking workforce services. Various methods will be used, including interviews, work with Industry Workforce Alliances (and similar groups), industry and individual business contacts, industry associations, industry press, and general business publications. The WCCNM will meet periodically with Account Representatives and "single point of contact" staff to review their experiences, receive industry reports and review service results for priority industries.

Data from each partner program and agency will include performance information and industry-specific information; Additional indicators for measuring service delivery for businesses will include:

- Job orders from new and/or repeat business customers by priority industry.
- Increase in number of job seekers placed in jobs in priority industries by the Sandoval County One-Stop and its partners.
- Increase in number of people trained, placed, and retained in priority industries.
- Number of individual referred to businesses in priority industries.
- Number of referrals hired and who remain employed in priority industries.
- Investment of a minimum _____ % of training resources in occupations in priority industries.

Together with these measures, traditional measures from partner programs and agencies, and results measures from businesses, job seekers and workers in priority industries will provide a framework for determining the New Mexico Workforce Connection contributions to the economic health of the area's businesses, workers, and job seekers.

2. Job Seeker, Worker & Youth Services

A. Priority Job Seeker and Worker Services

Workforce services are provided to all job seekers and workers in the Central Area. The WCCNM's thesis is that all individuals who come into the One-Stop offices are looking for new jobs, first jobs, or better jobs. It is part of the WCCNM's mission to help such individuals with their career transitions by helping them finds appropriate jobs through access to job openings, referral to job opening for which they meet the qualifications, career and employment information, skills development, job finding skills, etc.

The One-Stop credibility with workers and job seekers is based on its credibility with and knowledge of businesses and industries in the area. To be effective with job seekers and workers, the One-Stop must have knowledge of the labor market; the economic situations faced by local industries and businesses; information about the workforce needs associated with each industry and business; job openings, job opportunities and job requirements; and an array of workforce services. Resources from all Workforce Connection partners and programs will be targeted to assure staffs have the knowledge and information to be credible and helpful in the job search, have access to job openings and opportunities, and deliver the workforce services required to help job seekers and workers with their career transitions.

The WCCNM does not establish priority groups of workers or job seekers for service. There are no worker or job seeker priority groups. Every worker and job seeker has access to the services provided by the Sandoval County One-Stop. Emphasis will be given to job seekers and workers whose career goals are aligned with priority industry requirements. A full range of workforce services will be available to all job seekers and workers; emphasis will be given to job seekers and workers whose career goals, experience, knowledge and abilities are aligned with the requirements of the priority industries.

A wide range of workforce services are available to job seekers and workers from partner agencies, and programs that can be accessed through the Sandoval County One-Stop (see Table 7).

Table 7

JOB SEEKER RELATED PARTNER & COMMUNITY RESOURCES		
Community Colleges	Housing	Job Corps
Apprenticeship	Public Education	Community Action Agencies
Child Care	ABE	HUD E&T
Transportation	ESL	Food Stamps
Protective Services	DVR	CSW Team Works
Domestic Violence	Commission for the Blind	Faith Based Organizations
Mental Health	Veterans	Private Placement Agencies

Specific working arrangements have been formalized with some partner and community resources; with others, informal arrangements exist. Information on partner services is available at the Sandoval County One-Stop Resource Room and from staff. Partner services are used by workers and job seekers and staff in a variety of ways to solve individual, family and work-related problems, to allow job seekers and workers to take advantage of work-related, job and career opportunities and to improve their success in the workplace. Because working arrangements with partners are varied and descriptions would be lengthy, specific arrangements are not discussed here.

B. Services to Job Seekers and Workers

One of the WCCNM goals is to re-position the workforce system and position the One-Stops as a business-driven workforce service provider. In addition, the WCCNM intends for the One-Stop and its partners to provide integrated workforce services. To achieve these goals, the WCCNM intends for the One-Stop to use a new service delivery strategy for workers and job seekers.

Traditionally, services to individuals have been characterized by delivery schemes and jargon unique to each program, agency or office; for example, "core, assisted, intensive and training"; "staff, staff-assisted, intensive"; "self-directed"; "case-managed"; etc. In many cases, these schemes reflect legislative or regulatory language, imbedded bureaucratic methods and the burden of traditional time-worn processes. Often, they reflect a long-standing social service tradition ("We 'treat' the person, that's the way we've always done it").

Like its revisions to the business and industry strategy, the WCCNM has created a worker and job seeker strategy that focuses on workforce services. The WCCNM intends for the One-Stops to eliminate not only traditional program and social service agency jargon, but to re-structure its service delivery around a new strategy.

The new strategy will help re-position the Workforce Connection Delivery System to better serve job seekers and workers. The strategy clusters together services that are provided by more than one agency or program and are commonly requested by job seekers and workers. The services are easily understood and easily accessible. In addition, services can be delivered more effectively and efficiently, accessed seamlessly by workers and job seekers (i.e. with a minimum of waiting time and paperwork), and more workers and job seekers can be better served. While it is too early to know all the workforce services that will be provided or to state how specific services will combined to achieve the goals of integration, the four groups of services are summarized on the following page in Tables 8A, 8B, 8C and 8D.

Table 8 A

Human Resource & Workforce Services for Job Seekers
EMPLOYMENT INFORMATION & RESOURCES : Level 1
Information on & Direction to One-Stop Services / Resources
Use of Resource Room
Access to Job Listings
Self–Referral to Level 1 Job Openings
Information on / Self-Referral to Community & Partner Resources
Job Search Skills / Application/Resume Builder
Key Boarding (i.e. assistance familiarization with computer use)
Labor Market Information
Access Unemployment Insurance Service (thru phone)
Career Services / Occ Profiles / Skill Req / Wage
Use of equipment, including fax, phones, copy machines, computers, Internet
Use of offices for interviewing

Table 8 B

SKILLS ENHANCEMENT / CAREER DEVELPMNT : Level 2
In addition to Level 1 Services:
Staff/Guided Referrals to (Non Level 3) Job Openings
Learn Job Requirements
Referral to Non-Program-Specific Support Services
Obtain Information on / Referral to Community & Partner Resources
Self-administered Assessment or Test
Job Finding Workshops
Job Finding Skills Workshops (e.g. Resume Writing, Interviewing)
Career Planning Workshops
Job Clubs
Industry/Business/Employer-Specific Information Sessions
Work & Life Skills Education. (e.g. Employability Skills, Money Management, Basic Skills, Life Skills, Basic Computer Skills, Parenting)
GED/ABE/Literacy
ESL

Table 8 C

TRAINING & EDUCATION : Level 3
In addition to Levels 1 and 2 Services:
Level 3 training and education are eligibility contingent, program-specific and program-funded (i.e. funded through one or more of the partner programs). Job seeker participation is contingent on eligibility for one (or more) programs, as determined in Level 4.
Training and Education include the following:
Customized Training
Work Experience
On-the-Job Training
Work Experience
Staff Arranged Referrals to Job Openings
Convey Job Requirements to Potential Applicants
Performance Coaching

Table 8 D

	SPECIALIZED PARTNER SERVICES : Level 4
	Determine Eligibility for Program(s)
	Manage Case (Under Program-Unique Rules and Requirements)
	Conduct Program-Unique, Eligibility-Restricted Assessments
	Screen for Barriers for Referral to Program-Unique, Eligibility-Restricted Support Services
	Develop Individual Service Plan / Employment Development Plan / Other Plan (Under Program-Unique Rules and Requirements)
	Follow-up / Follow-Through (as Dictated by Program-Unique Rules and Requirements)

All workers and job seekers can access and take advantage of workforce services in Levels 1 and 2. Workers and job seekers who are enrolled in "special programs" are no different from others with respect to their unlimited access to workforce services in Levels 1 and 2. "Special program" eligibility may allow them access to services that are unique to their program and unavailable to those who are not eligible. Because receiving certain services is contingent upon eligibility for and participation in a "special program", the services are not accessible to all of the Workforce Connection's workers and job seekers. The services restricted to those who are eligible for "special programs" are grouped into a third cluster, called Level 3.

Information on "special programs" is available throughout the One-Stop, e.g., in workshops, in brochures, from the greeter and information desk, etc. Workers and job seekers who may be eligible for "special programs" are assisted with special program information, special program forms, special program(s) introductions, explanations of special program(s) requirements and obligations, etc., by staff knowledgeable of the special program(s)' technical requirements. Determination of eligibility is made by staff who are knowledgeable of the special program(s)' technical requirements.

While a job seeker or worker is awaiting a determination of eligibility for special program(s), workforce services in Levels 1 and 2 continue to be available, including job listings, career workshops, interviewing training, etc. After a determination of program eligibility is made (whether affirmative or negative), access to these workforce services continues. Following an affirmative determination of eligibility, the worker or job seeker not only has access to Level 1 and Level 2 workforce services, but has access to workforce services which other Workforce Connection workers and job seekers do not have; workforce services are "eligibility restricted" and are grouped into Level 3. Assistance is provided in Level 4, "Special Partner Services", to those workers and job seekers who require guidance to continue to meet their "special program" obligations and to satisfy "special program" administrative requirements. Regardless of eligibility status, all workers and job seekers can take advantage of and access Level 1 and Level 2 workforce services.

The WCCNM's intent is to make current services more easily accessible and more valuable to more job seekers and workers. Services that job seekers and workers in the Sandoval County Workforce Connection area do not have access to, but would like to, are not known or discussed here. It is anticipated that services "gaps" may be identified in the future; if so, they will be addressed at that time.

C. Recruitment

The job-related characteristics sought by businesses and industries in the Sandoval County area include skills, knowledge, experience, expertise, and interest. To make a "good fit", each industry and business requires a unique blend of characteristics. A goal of basic human resource services is to identify the characteristics that will make a "good fit" and provide the services that will bring together the job seeker and businesses to

make a "good fit". Recruitment is often required to find the worker with the right combination of characteristics to make a "good fit".

Account Representatives, single points of contact, and referral services personnel will learn the requirements of individual businesses and industries. The learning process will include follow-up on referrals, visits to job site and business facilities, attendance and participation at industry association events, and other "on-site" activities. Industry publications and business publications will be reviewed for relevant articles. Feedback between and among those with frequent business and industry contacts will assure everyone becomes aware of the characteristics required for a "good fit". Initially, staff will concentrate on learning more about the job requirements for businesses in priority industries, and recruitment services will concentrate on finding workers with a "good fit" for openings in business in priority industries.

The WCCNM and the Sandoval County One-Stop will identify and develop appropriate recruitment methods with its Industry Workforce Alliance (or related organizations) representing the Manufacturing, Customer Service (Call) Centers, Film Making and Construction. The learning and process improvements that occur will be applicable to other businesses and other industries; as a result improvement of recruitment services throughout Sandoval County will occur. As recruitment methods are identified, developed and implemented, the WCCNM will share its plans with the State Board through OWTD.

A system of automated job listings used in the Workforce Connection is structured in such a way that a business may list the job opening with their contact information (e.g., phone, address) visible to all job seekers or "suppressed" so that job seekers must obtain the information from Workforce Connection staff. Each method has benefits and drawbacks. By making contact information available to all job seekers, businesses can get immediate responses from potential candidates; however, businesses have less control over the number of applicants or their qualifications. In essence, there is no "screening" of applicants when the businesses make contact information available to all job seekers. By suppressing the contact information, businesses are effectively requiring job seekers to contact Workforce Connection staff before contacting the business. By inserting into the process the additional step, the business has potentially lengthened the time before the first applicant will appear, has also provided the opportunity for Workforce Connection staff to screen for qualifications prior to referral, and to control the number of referrals. The second option also provides an opportunity for job seekers to learn more about the job listing before a referral is made, further increasing the possibility of a "good fit".

Job applicant referral presents the primary source of problems noted by business customers (current and former) and is the primary source of business customer complaints. Two problems are primary: (1) no job seekers are referred and (2) unqualified job seekers are referred. While referral represents most of the problems, it also represents the greatest opportunity to provide valuable service to businesses, workers, and job seekers. Referral is the primary process for meeting business and job seeker requirements, for effectively re-positioning the workforce system, and for

achieving the workforce mission. Within the galaxy of Human Resource Basic services, referral is the center. More information on how the Central Board proposes to reduce these problems is discussed in Section 3, Part I, "Coordination of Business and Worker Service".

Through the Sandoval County One-Stop a range of assistance and training is offered to prepare job seekers and workers to help obtain the skills, knowledge and experiences to meet the requirements of businesses and industries. These services include employment information and resources (such as job search skills, assistance with the application / resume builder, assistance and familiarization with computer usage, Labor Market Information, access to career services, occupational profiles, job skills requirements, industry/occupational wages, referral to appropriate community and partner resources) and skills enhancement and career development services (such as one-on-one explanation of job requirements, assessment and testing, job finding workshops, job finding skills workshops in resume writing and interviewing, career planning workshops, job clubs, industry/business/employer-specific information sessions, work and life skills education. [e.g., employability skills, money management, basic skills, life skills, basic computer skills, parenting, GED, ABE, Literacy, ESL, and information on eligibility for various job, work, and career-related programs].

The priority businesses and industries in the Sandoval County area require a range of skills, some of which are currently available in the Sandoval County One-Stop "applicant files", and others are not. In order to satisfy business and industry demand, the Sandoval County One-Stop will likely have to recruit for the following job categories for priority businesses and industries.

Manufacturing Occupations:
Job categories not known for this plan; job categories will be identified as work continues with business in the industry

Customer Service Center Occupations:
Job categories not known for this plan; job categories will be identified as work continues with business in the industry.

Film Making Occupations:
Job categories not known for this plan; job categories will be identified as work continues with business in the industry.

Construction Occupations:
Job categories not known for this plan; job categories will be identified as work continues with business in the industry.

(Specific skills requirements in the priority industries are unknown at this time. Specific skills requirements for particular businesses will be identified through a variety of means

including work with Industry Workforce Alliance, with individual businesses, and organizations.)

The WCCNM intends to meet the challenges and problems of job seekers, workers, and youth through a "business-driven" strategy. To paraphrase one Board member's statement "Without demand, there is no place for supply to go." The Central Area and the Sandoval County One-Stop will focus its marketing and outreach by concentrating on the numbers and types of jobs available for workers, job seekers, youth and others and by emphasizing the variety of jobs posted and career opportunities available. The WCCNM's marketing efforts will be based upon increasing demand, i.e., increasing the numbers, types and quality of business serviced and, therefore, jobs available through the Sandoval County One-Stop. The marketing will be focused on the priority industries and businesses in those industries. One result will be an increased number of business and industry job openings available to Workforce Connection job seekers.

A marketing and outreach strategy built on increasing the numbers, types, and quality of businesses served and jobs available through the Sandoval County One-Stop will result in better service, better results and the re-positioning of the workforce system and the Sandoval County One-Stop. When the public's perceptions are of an office that has "mostly low wage" jobs, it is difficult to change. When Job seekers, workers, and others can access more and better jobs, their perceptions will change from an office that has "mostly low wage jobs" to a system that solves workforce problems and helps people in career transition. Thus, the WCCNM's primary focus for its Sandoval County One-Stop will be satisfying business demand by improving services to businesses and industry.

III.   Methods of Service Delivery

The workforce services available for workers and job seekers are basically: information on available job openings, assistance in career planning and locating employment opportunities, skills development aimed at making the job search successful, and skills training and education. These are labeled Levels 1, 2 and 3 below in Table 9. Level 4 includes activities associated with special programs.

The four levels of job seeker and worker services are described above in detail and shown in Tables 8A thru 8D. The flow of services is shown here.

Table 9
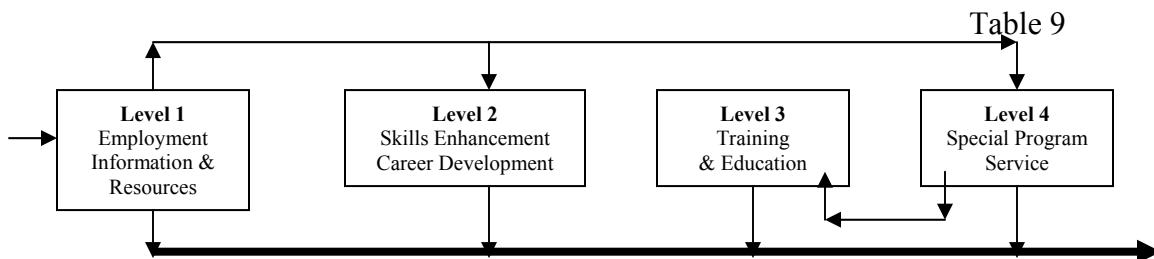
E. EMPLOYMENT

Some key characteristics and attributes of service delivery desired by job seekers and workers at all levels have been identified and include value, relevance, accessibility, and ease of use. The WCCNM, with the Sandoval County One-Stop, will be working to assure services at all levels are valuable, relevant, accessible and easy to use and results focused. The result is employment. Methods of delivery in each level are summarized below.

Level 1: Initially, most job seekers and workers experience the services of the Sandoval County One-Stop which includes welcome, greeting, information, and basic services in the Resource Room. For many, Level 1 includes all the services they require. Greeting, welcome, and listening to the situation and needs to determine what services each may need are key to meeting worker and job seeker requirements. In the Sandoval County Workforce Connection, the activities will be performed by the "Manager of First Impressions" (a new task and new title). Assisting job seekers and workers with the use of Resource Room services will be shared by all staff in the One-Stop on a rotating basis. Staff will receive training in all services available in the Resource Room and be familiar with a range of services available in the One-Stop and through its partners. Staff will be trained in techniques for listening, assessing, assisting, and following through to ensure the Resource Room and initial service experience is valuable.

Job Seekers and workers have expressed a desire for assistance accessing and using numerous Resource Room resources, such as: (1) an adequate and appropriate orientation to the services, features, and use of the Resource Room; (2) assistance using computers, the Internet, and other equipment; and (3) assistance from staff who are knowledgeable of current (and potential) job requirements and job openings. All of these are available in Level 1.

Level 2: Workforce services delivered in training sessions and workshops occur in Level 2. Other than some "at the elbow" and limited personalized assistance provided in the Resource Room, most information and assistance is provided through workshops and group-sessions.

Level 3: Training beyond Levels 1 and 2 is typically provided only for those who are eligible for special programs. Funds for career training are typically associated with special program eligibility and require enrollment in a special program; this activity occurs in Level 4.

Level 4: A worker or job seeker must have been determined to meet all special program requirements in order to be enrolled in a special program. Determination of special program eligibility is one of the activities that occur in Level 4. Following a positive determination of eligibility, other activities typically include establishing a case file for the individual, data entering required information for special program reporting and

tracking, determining "individual needs", and developing a "career" or "personal development plan".

Information on special program availability and eligibility requirements will be made available at points of service, e.g., (1) posted in various locations in the Resource Room, (2) on handouts and brochures in the Resource Room, (3) provided during workshops, (4) provided during one-on-one "help sessions" in the Resource Room, and (5) provided during other one-on-one help sessions. Job seekers and workers who are interested and may be eligible can be screened informally and referred to a program specialist for formal and more detailed information on eligibility, requirements, obligations, necessary forms, and for assistance with the eligibility determination process.

Following its business-driven strategy, the WCCNM intends to focus _____% of its training resources on businesses in priority industries, and to train to industry standards and meet individual employer certification standards. The result will be higher wages, better retention, and higher rate of placement at completion, resulting in improved retention and higher productivity.

F. Methods of Service Delivery Improvement

The following are primary measures the WCCNM will use for determining the results of services delivered to job seekers and workers:

- Number of job seekers placed, retained, and trained in priority industries.
- Number of job seekers and workers in priority industries who benefit from training that leads to employment, higher wages, and/or career advancement.
- Number of job seekers placed by the Sandoval County One-Stop and its partners.
- Level and extent of worker and job seeker awareness, and knowledge of job and career opportunities in priority industries.

If these measures are not satisfactory, the WCCNM will seek changes to the service delivery methods sufficient to achieve the desired measures.

The two keys to the success of the workforce system and the Sandoval County One-Stop are worker satisfaction and results achieved. The primary method chosen by the Sandoval County One-Stop for improving job seeker and worker satisfaction and results is to provide access to a larger number of job openings, a greater variety of job openings, jobs with better wages, and opportunities for skills enhancement for workers. For businesses the Sandoval County One-Stop will provide access to more potential applicants, improved productivity, positive retention and skills enhancement opportunities for employees.

In addition, the Sandoval County One-Stop plans revisions to services and service delivery based on feedback from job seekers and workers on their satisfaction and results. Interviews and surveys will be conducted at points throughout the service flow; these will focus on determining how workers have experienced the services, how services can be

improved, and which services have been most helpful in achieving employment goals. In addition, the WCCNM will use "secret shoppers" to use the services of the Sandoval County One-Stop and report on their experience. Finally, a team of professionals from other One-Stops will review the operations and services. The results from interviews, surveys, secret shoppers, and peer professional teams will be reviewed quarterly by the WCCNM and Sandoval County One-Stop staff to identify how services can be modified to improve customer satisfaction and results. The resulting improvement plan will provide the basis for future service reviews and for assessing critical aspects of Workforce Connection performance.

In addition, the One-Stop staff will conduct reviews of key services and the processes supporting them. These service reviews will identify customer value-added services and the time required to acquire the services. When combined with the information above, the service experience will be modified to improve perception of poor access, poor quality, and long wait times.

The WCCNM's goal is to improve the job seekers' and workers' service experience, as well as the satisfaction and results achieved.

3. Coordination of Business &Worker Services

Finding good workers for business and good jobs for workers is the key to success for the workforce system. Meeting the requirements of business and job seekers is critical to success. For results to occur, business and job seeker services must be coordinated. As shown in Table 10, effectively matching business and worker requirements means results.

WORKFORCE CONNECTION SERVICE INTEGRATION MODEL   Table 10

	BUSINESS SERVICES		RESULTS		JOB SEEKER SERVICES	
BUSINESS REQUIREMENTS	Business Information & Resources	→	↑	←	Employment Information & Resources	**JOB SEEKER REQUIREMENTS**
	Custom Workforce Services	→	↑	←	Skills Enhancement & Career Development	
	Industry Services	→	↑	←	Training & Education Services	
					Specialized Partner Services	
	MANAGEMENT & ADMINISTRATION					

Title row above table: **M I S S I O N**
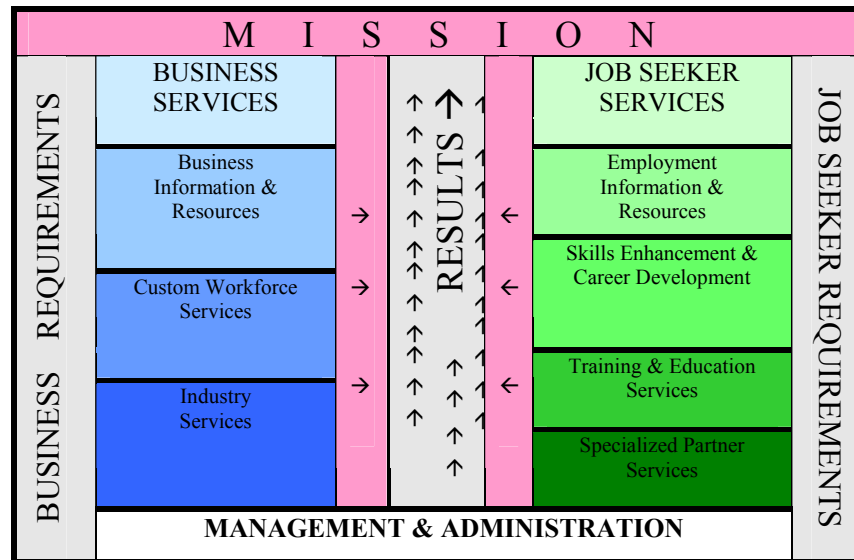
A. Referral to a Job Opening with a Business in a Priority Industry

Referral is a highly visible service and a service that both businesses and job seekers expect to work well. Referral is also the service that works well only when the requirements of businesses and workers are thoroughly and carefully coordinated. Establishing realistic expectations and providing a quality referral service are critical to re-positioning the workforce system and to establishing the Workforce Connection as a reliable and valuable provider of basic human resource services.

A referral service that meets the requirements of businesses in the Central Area is key to re-positioning the Workforce Connection as a provider of workforce, not social, services. For that reason, operating a robust referral service is critical for the success of the Central Area's Business Plans for One-Stops.

The basic processes supporting an effective referral process include: visitation to job sites, job analysis, and job description, interviews with business, job application, job order/announcement, job seeker assessment /testing, results interpretation, screening, interviewing, referral, follow-up, and improvement. The WCCNM is anticipating that each of these processes will improve, first, for businesses in priority industries and, then, for all Central Area businesses and industries.

Each business has its own referral needs; not all businesses want the same referral service. Some businesses request a simple "job posting"; some expect the One-Stop limit to the number of job seekers referred; others request a cursory screening or review of applicants' qualifications, or more extensive assessment, testing or additional special service may be requested.

To respond to the range of requirements, the WCCNM and the Sandoval County One-Stop have structured three levels of referral services. Level 1 involves a simple job posting, with an "automated match" and job seeker "self-referral"; under Level 1, job seekers are not screened. In Level 2, job seekers are screened prior to referral. In Level 3, referral is tailored to the needs of businesses in priority industries. The referral service developed for a business in a priority industry will be done through an Account Representative who works with the business to analyze, understand, and describe job openings. The Account Representative makes the final determination on referrals.

While referral services will be tailored to the requirement of each business in a priority industry, common processes support referral services to all businesses. As each process is improved, response to all businesses' requirements will improve. Some of the processes are listed on the following page in Table 5 with the likely improvements to support a quality referral service.

Operating a successful referral service involves knowledge of the job seeker requirements and the business requirements. Several interlocking processes support effective referral. Table 11 arrays the processes.

Table 11

REFERRAL SERVICE: SUPPORTING PROCESSES TO BE IMPROVED		
"Business" Processes	"Match" Processes	"Job Seeker" Processes
Conduct job analysis	Staff knowledge & expertise re. industry, business, job seekers	Job application design
Profile job	Match processes and systems	Design job application form
Obtain knowledge of industry/business	Analyzing test/assessment results	Obtaining knowledge of industry/business
Identify/specify job requirements	Understand business and job seeker requirements, to make a good fit	Convey industry/company requirements to applicants
Job order design [i.e., design of the form that describes the job opening & requirements]		Explain job requirements to potential applicant
Describe job opening		Administer test/assessment
Post job opening		Coordinate with job seeker
Evaluate job seekers test/assessment results		
Convey potential applicant skills to business		
Coordinate with business		
Refer qualified job candidates		
Follow – up		

As the WCCNM and its One-Stops work to improve referral services for businesses in priority industries, the WCCNM anticipates improvements will be made in the areas shown on the following page in Tables 12, 13 and 14.

Business-Related Processes Supporting Referral Services   Table 12

	Some Areas for Improvement		Business-Related Processes
1	Knowing the characteristics of a "good fit"	1	Profile job profiling
		2	Job analysis
2	Recording the requirements for the job	3	Learning industry and business requirements
3	Identifying potential job applicants	4	Job order design
		5	Recruiting candidates "Post" job opening
		6	Convey potential applicant skills to business
		7	Refer qualified job candidates
		8	Conduct job analysis
		9	Identify/specify job requirements
		10	Describe job opening
		11	Evaluate job seekers test/assessment results
		12	Coordinate with business
		13	Follow – up

Job Seeker-Related Processes Supporting Referral Services   Table 13

	Some Areas for Improvement		Job Seeker-Related Process
1	Design job application form	1	Assure complete
2	Explain job requirements to potential applicant	2	Include information negative ,as well as positive, regarding working conditions (i.e. realistic job preview)
3	Coordinate with job seeker		Both to deliver services to job seekers and for possible referral to business.
4	Job application design		Include industry and business recommended areas
5	Convey industry/company requirements to applicants		Include fact sheets for priority industries
6	Administer test/assessment		Select job seeker and industry-appropriate test/assessment

"Match" Process Supporting Referral Services   Table 14

	Some Areas for Improvement		Coordination-Related Processes
1	Staff knowledge & expertise re. industry, business, job seekers	1	Communication between Account Rep and Business Rep and individuals making referral decisions (if different)
2	Match processes and systems	2	Assure/re-design to accommodate priority industry recommendations
3	Obtaining knowledge of industry/business	3	See 1 above; also, attend industry & industry association meeting.
4	Analyzing test/assessment results	4	Confer with business/industry; base assessment on industry requirements / business certifications / business requirements
5	Understand business and job seeker requirements, to make a good fit	5	See all of above.

B.   Information Regarding In-demand Jobs and Workforce Services

Sandoval County One-Stop has information on a range of topics relevant to businesses and to workers: workers seeking job opportunities; workers skills, experience, abilities and knowledge; occupations "in-demand"; prevailing wages; occupational skills requirements; training; and available supportive services.

The Sandoval County One-Stop makes this information available to businesses, workers, and job seekers in a number of ways, including local newspapers, four local radio

stations, career fairs, Chamber of Commerce, Rotary and other civic organizations, brochures, website, posted announcements, workshops, and one-on-one with businesses and job seekers.

The WCCNM has introduced the logo (as mandated by the Office of Workforce Training and Development (OWTD)) of the *New Mexico Workforce Connection-"Supporting Business and Promoting the Workforce*, and now "brands" all its information and marketing material with the new logo. The services and information are provided under the "brand" New Mexico Workforce Connection.

Currently, the methods described above are used to inform businesses and industries about the variety of available training resources. Particular training options available and the specific customization are discussed when interest is expressed.

The Sandoval County One-Stop staff works closely with local businesses and industry representatives to identify business requirements for workforce skills and to develop curriculum and delivery methods. Classroom training, vocational training, and customized training are among the options for meeting business and worker requirements.

Though the term "intensive services" is used in the instructions for completing the Business Plan and in some program regulations, the Sandoval County One-Stop does not use the term "intensive services". The Sandoval County One-Stop clusters business and job seeker services into three "Levels" as shown early in this Section on Table 10. Information is distributed on these services in the same manner as described earlier in this Section.

The Sandoval County One-Stop is currently revising its basic marketing materials to include the One-Stop concept and to thoroughly incorporate the *New Mexico Workforce Connection-Supporting Business and Promoting the Workforce* logo. As material is revised, new ways of informing businesses and job seekers of the full range of workforce services will be developed and incorporated. Recently, as Sandoval One-Stop marketing has increased, Sandoval County One-Stop, its partners and its services have become more visible within the community.

C.   Information Regarding Training

To date, the Sandoval County One-Stop has provided training "as requested", i.e., as a training need was discovered for an individual business, training options were explored and, when appropriate, training was developed and provided. With the advent of the "priority industry" strategy, the Sandoval County One-Stop anticipates that most training will be developed from work with Industry Alliances and businesses in priority industries.

It's anticipated that by using priority industries, the training will be delivered more effectively, efficiently and timely. When businesses are grouped together by industry or common need, training expertise, resources, and curriculum can be shared. When the training has the potential to meet the requirements of more than one business, the training will be marketed and packaged based on the needs identified, business size, and industry.

The Sandoval County One-Stop is interested in "leveraging" training for the business, the worker and the organization. Often, training leads to career mobility, trained staff "move up" leaving openings to be filled, and openings may be filled by Sandoval County One-Stop partner job seekers. Sandoval County One-Stop is working to better position itself to leverage all its services, including training, to provide businesses with skilled workers, and to provide workers and job seekers with better career opportunities.

D.   Outreach and Marketing

The Sandoval County One-Stop avoids duplication by serving businesses and industries through an outreach and marketing strategy that uses an Account Representative to connect with businesses in priority industries. To avoid duplicate contacts with businesses, the office plans its contacts and adheres to the plan; each business representative being responsible for businesses in his or her designated industry.

The individual who makes contacts with businesses regarding the youth programs makes those contacts in specialized cases relating to opportunities for youth. The individual attends planning meetings and is aware of priority industries, businesses in priority industries, Account Representative responsibilities regarding businesses in priority industries, business representatives working with other businesses, and of the necessity of avoiding duplication.

4.   <u>Assessment of FBO/CBO Services in Area</u>

A.   Assessment of Faith Based/Community Based Organizations in Area.

New Mexico has become a partner in a U.S. Department of Labor project, SHARE, which is a resource that connects workforce development partners, faith-based organizations, community-based organizations and businesses.   The project began statewide and is coordinated by the Office of Workforce Training and Development. Early results of the project, which consist of survey data and mapping, will be available late Spring 2006.

Once available from OWTD, users will be able to search the database of faith- and community-based resources by region, county, or service.

The WCCNM will await the results of the mapping to begin an analysis and assessment required under this Category 4.

5.   <u>Coordination of FBO/CBO Services In Area</u>

   See narrative above.

6. Management and Administration

The workforce system, the WCCNM and Sandoval County One-Stop are faced with two challenges: (1) delivering business-driven workforce services and (2) integrating workforce services from many different agencies, programs and funding streams. The focal points of One-Stop management and administration are to understand business requirements and to deliver workforce services to meet the requirements. Management and administration are key to integrating resources to achieve results. Key perspectives to be dealt with in the integration challenge are displayed in Appendix I.

The WCCNM's plan for the workforce system and its One-Stops integrates workforce services to provide more and better services, to serve more people and businesses. So it can be more profitable and competitive, and individuals can be successful in the workplace.

"Integration" unifies service delivery, eliminates the need for separation and duplication, and unites workforce partners' services to leverage workforce resources and provide more and better services for business and job seekers to achieve results – improved profitability and competitiveness and improved skills and career mobility.

In practical terms, integration means bringing together all workforce resources to create a seamless system for the delivery of high-value workforce services that achieve results for businesses and workers.

Within an integrated workforce system, management and administration are complex activities; however, hundreds of thousands of businesses operate in environments that are equally complex and can provide a model for managing. Central Area's approach to managing and administration of its One-Stops acknowledges the current numerous "funding streams", agencies and programs, while looking beyond bureaucratic technicalities to achieve the strategic goals. The model chosen is a functional matrix model, such as shown in Table 15.

Functional Matrix Organization Structure   Figure 15

SERVICES (Service delivery resources managed by One-Stop Site Manager)	WIA -Adult	WIAlt-Dislocated Worker	Wagner-Peyser	TANF	Incumbent Worker Training	Special Training Grants	Individual Development Accounts	Migrant & Seasonal Farm Worker	Senior Employment Programs	Commission on Status of Women Job Training & Placement	Food Stamps Employment & Training	Trade Readjustment Act (TRA)	Trade Adjustment Assistance	Veterans Employment Act	Workforce Investment Act-Youth	Displaced Homemakers	Incumbent Worker Training	Apprenticeship	Carl Perkins Vocational Technical	Etc.
(Employing agency personnel policies apply to staff funded by programs)																				
BUSINESS SERVICES																				
Business Information & Services	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	
Custom Workforce Services	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	
Industry Services	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X		
JOB SEEKER SERVICES																				
Employment Information & Resources	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Skills Enhancement & Career Services	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	
Training & Education Services	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	
Specialized Partner Services																				

The One-Stop Site Manager's responsibilities include integration of all One-Stop resources, including staff, to deliver business-driven, integrated workforce services and achieve results for businesses, workers and job seekers. The One-Stop Site Manager is accountable for the services and results achieved.

In order for the One-Stop Site Manager (1) to manage and direct the delivery of business-driven, integrated workforce services, and (2) to assure the integration of participating agencies' and programs' resources, a matrix organization structure is required.

Within the matrix structure, staff's service priorities and day-to-day activities are managed by the One-Stop Site Manager, who is responsible for and accountable for the operations of the One-Stop, including the delivery of services, attainment of results, functions of the systems, and performance of the personnel. The functional matrix organization structure places primary emphasis on service, and assures the alignment of all resources around service delivery.

The management and administrative system is based on understanding businesses' and job seekers' workforce requirements (as shown previously in the Service Model, Table 10) and integrates workforce services from all agencies and programs (as shown above in Organizational Model, Table 15). Such a system focuses on customer requirements and uses a management structure dedicated to the delivery of workforce services. The service requirements of businesses and workers are understood and the service capabilities of all One-Stop partners are integrated to respond to the requirements. The programs, agencies, funding stream and resources that make up the Workforce Connection are integrated to maximize solutions and achieve results. Services are focused on providing solutions and achieving results for businesses and job seekers.

A. Organizational Model

To avoid duplication, confusion and inefficiency within the Workforce Connection Delivery System, functional responsibility and management are aligned through a functional matrix organizational model.

To achieve the goals of more and better services for more businesses and workers, service delivery is the activity to which the vast majority of staff time must be devoted. The Workforce Connection organizational model focuses work on service delivery for businesses and job seekers. Services once provided under the direction of numerous "program managers" are now integrated and provided under the functional direction of the One-Stop Site Manager. Functional responsibility and accountability for service delivery and service quality reside first with the Workforce Connection's One-Stop Site Manager, who has functional authority within the One-Stop.

To explain how integration provides more and better services for businesses and workers, we have compared service delivery in the previous scenario using, as an example, "Workshops" (as shown on the following page, in Tables 16A, 16B and 16C). Prior to service integration, responsibility and accountability for planning, scheduling, and conducting job finding, resume writing and interviewing skills workshops was the province of four programs, with duplication and redundancy (Table 16B). The matrix model eliminates duplication, which allows more flexibility, more frequent workshops, more people to be served, and to be served more conveniently (Table 16C). By putting the responsibility and accountability for service delivery at a single point, more resources and better services can be delivered to more businesses and workers with better results.

Example from the Service Integration Model (Table 10),
JOB SEEKER SKILLS ENHANCEMENT & CAREER DEVELOPMENT   Table 16A

		WIA Adult	WIA DW	W-P	TANF	ABE	ESL	OTHER
1	Staff/guided referrals to job openings	x	x	x	x	x	x	x
2	Screen for barriers for referral to non-program-specific support services	x	x	x	x	x	x	x
3	Screen for potential eligibility for a program	x	x	x	x	x	x	x
4	Assist with Self-administered assessment or test	x	x	x	x	x	x	x
5	Workshops: Plan, schedule, conduct workshops, including Job Finding, Resume Writing p, Interviewing Skills Workshops.	x	x	x	x			
6	Plan, schedule, conduct Job Club.	x	x	x	x	x	x	x
7	Plan, schedule conduct work & life skills education workshops, including basic skills, basic computer skills, employability skills, money management skills.	x	x	x	x	x	x	x
8	Attend and assist job seekers during industry/business/ employer-specific information session	x	x	x	x	x	x	x
9								

Pre-Integration Management   Table 16B

		Manager WIA Adult Program	**Manager** WIA DW Program	**Manager** W-P Program	**Manager** TANF Program
5	Workshops: Plan, schedule, conduct workshops, including Job Finding, Resume Writing p, Interviewing Skills Workshops.	Plan, schedule, conduct workshops, including Job Finding, Resume Writing p, Interviewing Skills Workshops. Duplicate 1	Plan, schedule, conduct workshops, including Job Finding, Resume Writing p, Interviewing Skills Workshops. Duplicate 2	Plan, schedule, conduct workshops, including Job Finding, Resume Writing p, Interviewing Skills Workshops. Duplicate 3	Plan, schedule, conduct workshops, including Job Finding, Resume Writing p, Interviewing Skills Workshops. Duplicate 4

Integration Functional Management   Table 16C

	One-Stop Site Manager (Integrated Services)	WIA Adult	WIA DW	W-P	TANF
5	Workshops: Plan, schedule, conduct workshops, including Job Finding, Resume Writing p, Interviewing Skills Workshops.	Open to WIA Adult, WIA DW, W-P, TANF Participant and All Job Seekers			
		Workshop services can be provided by staff from any partner/program/funding stream.			

Workforce Connection Organizational Model   Table 17

```
                          ┌─────────────────┐
                          │    One-Stop     │
                          │  Site Manager   │
                          └────────┬────────┘
         ┌─────────────────────────┼─────────────────────────┐
  ┌──────┴──────┐           ┌──────┴──────┐           ┌──────┴──────┐
  │  Business   │           │  Job Seeker │           │    Admin    │
  │  Services   │           │   Services  │           │   Services  │
  │  Functions  │           │   Functions │           │  Functions  │
  └─────────────┘           └─────────────┘           └─────────────┘
```

Business Services Functions	Job Seeker Services Functions	Admin Services Functions
Outside Marketing to Businesses	Resource Room Services	Facilities Maintenance
Business Proposal Development	Job Seeker Workshops Classrooms	System Maintenance
Customized/ Tailored HR Services	Testing & Assessment	Liaison With Special Programs State Offices
Referral Services (Tailored, Managed Cooperatively)	Referral Services (Tailored, Managed Cooperatively)	
	Special Program Services	

(NOTE: The Organizational Model is based on functions.   The model may appear "traditional", but is based on the matrix shown on the service functions shown in previous Tables.   Service priorities are determined by the One-Stop Site Manager, and the day-to-day work assignments of staff in the One-Stop are guided by these priorities.)

Organizational Description

The WCCNM is sensitive to and appreciative of the perceptions expressed by the public, job seekers, and businesses. The WCCNM has chosen to focus its resources on priority industries, to allocate training resources to occupations in priority industries, to re-focus service priorities to provide Human Resource Basic services, and has re-organized, embracing the One-Stop Workforce Connection Model and the demand-driven strategy. The result will be a new organization model.

The WCCNM values services that achieve results for job seekers and businesses. In each of its One-Stop offices, the WCCNM seeks to establish an organizational culture that values results for job seekers and businesses.

Organizational Challenges

Two changes are significant: the change to a demand-driven strategy and the change to an integrated service delivery.

These changes occur within an environment formed by multiple state bureaucracies. The predictable consequences include: bureaucracies, whether public or private, are famously protective of their individual prerogatives and vociferous in their self-promotion. These characteristics are magnified in times of change, such as these. As one commentator explained, "Fiefdoms emerge when people place more energy and emphasis on demonstrating that they are doing well than on changing their behavior to improve their actual performance."

The results from intensified "fiefdoms" are often contrary to the change which is demanded by all parties, whether the Legislature, Governor, job seekers, businesses or the public. The symptoms include creating a "freeze factor" that blocks constructive movement, attempting to control the process to "fit our needs", practicing risk averse behavior (when creativity is sorely needed), avoiding commitments about the future, blaming others, intentionally complicating processes, controlling information, inflating costs, circling the wagons, blocking new ways of thinking and losing sight of the organization's vision and mission.

These are the symptoms the WCCNM would like to avoid. The challenge is to recognize the symptoms and address the causes. The creation of a One-Stop Site Manager with the necessary authority, accountability, and responsibility will assure the Legislature's and Governor's goal of integration becomes a reality.

The WCCNM will seek additional appropriate assistance to address the symptoms and causes of inhibiting true service integration. The WCCNM recognizes that it is acting in pursuit of the desires of the Legislature, Governor, job seekers, businesses, and the public, and recognizes that it cannot alone make the required changes. As necessary, the WCCNM will seek appropriate assistance to address the symptoms and causes.

Cost Allocation for Services

A key factor in the successful operation of the new Workforce Connection One-Stops will be resource support for service delivery. Cost allocation of facilities, equipment and operating expenses has long been practiced in many offices; however, allocation of cost of service delivery has not. The WCCNM proposes the method summarized on the Table below.

Overview Services / Activities / Tasks Involved &
Agencies / Programs Benefiting & Cost Allocation Method

		SERVICES WITH COSTS TO BE ALLOCATED	BENEFITING AGENCIES AND PROGRAMS	ALLOCATION METHOD	OTHER METHOD
SERVICES	0	Mgr of First Impressions	All Agencies/Programs	% of all participants	
SERVICES	Level 1	Business Information & Resources (Level 1)	All Agencies/Programs	% of all participants	
		Job Seeker Employment Info & Resources (Level 1)	All Agencies/Programs	% of all participants	
SERVICES	Level 2	Custom Workforce Services (Level 2)	All Agencies/Programs	% of all participants	
		Skills Enhancement & Career Development (Level 2)	All Agencies/Programs	% of all participants	
SERVICES	Level 3	Industry Services (Level 3)	All Agencies/Program	% of all participants	
		Training & Education (Level 3)	Funding per Specific Agencies/Programs	Based on Co- or Multiple Eligibility	
	Level 4	Specialized Partner Services (Level 4)	Funding per Specific Agencies/Programs	Based on Co- or Multiple Eligibility	

The services which can be cost allocated are shown in detail in Appendix K.

Various methods are available for allocating the cost of these services; the method shown above is based on the number participating from each program.

7.   Results

The strategic goal for the workforce system, the WCCNM, and the Sandoval County One-Stop is to increase New Mexico's wealth by contributing to the competitiveness and profitability of New Mexico businesses and the skills and earning power of New Mexico's citizens. How to measure results for "the workforce system" is a challenge for all.   Program and agency "performance measures" exist, but "workforce system" measures are not in place.

A metric for measuring how the workforce is achieving its strategic goal should be meaningful to all New Mexicans – both workers and businesses. The WCCNM believes a metrics should be developed to measure the workforce system's contribution to business and individual "wealth", as measured by earnings, income, and profits. A number of factors need to be considered when the WCCNM develops measures of the workforce system's contribution, including the extent to which the workforce system contributes to value creation and to New Mexicans wealth.

The WCCNM's focus on priority industries will provide a microcosm for identifying, quantifying, and assessing the workforce system's contributions to business, industry, and individual wealth. The WCCNM looks forward to working with others interested in developing more comprehensive measures of value.

Other areas of expected results and measurement are shown on the following page in Table 19.

Summary of Expected Results and Measures
For Employers, Workers and Job Seekers

Table 19

Results Expected for Employers
- Business has a single point of contact, not several and no competing contacts;
- Systems, processes and paperwork are in place to support successfully meeting employer and customer needs;
- Paperwork and processes is not a burden for employers;
- Adequate and appropriate initial and comprehensive assessment of customers and pre-screening ensures appropriate referrals.

Measuring Expected Results for Employers
- Job orders from new and/or repeat employer customers by priority industry.
- Increase in number of job seekers placed in jobs by Central Board One-Stops.
- Increase in number of people who are trained, placed, and retained in high demand occupations and priority industries.
- Referrals from Workforce Connection remain employed (by priority industry).
- Investment of a minimum 90% of training resources in target industry occupations
.

Results Expected for Job Seekers and Workers
- Available funding is likely to serve larger numbers of customers because of employers' actual demand for workers and due to focused approach to serving customer, *including employer*, needs.
- Systems, processes and paperwork are in place to support successfully meeting employer and customer needs.

Measuring Expected Results for Job Seekers and Workers
- Job seekers and workers already in the workplace benefit from training that leads to higher wages and promotion.
- Increase in industry and occupational awareness and skills for youth.
- Increase number of job seekers placed in jobs by the Sandoval County Workforce Connection.
- Increase in number of people from target population groups who are trained, placed, and retained in high demand occupations and priority industries.
- Targeted training resources and other opportunities for self-sufficiency, ensures the system is responsive to those most in need.

Priority Industries selected based on:
- Greater likelihood that occupations characterized by high wages, growth and promotion will be identified, targeted and positions filled—all based on demand.
- Growing industry (increasing employment and payroll wages)
- Industry characterized by existing (rather than new, or start-up) businesses within that industry
- Contributes to improved quality of life in the region
- Maintain clear paths for career mobility and promotional opportunities
- Characterized by high wages relative to other industries

These measures are in addition to Federal performance measures required of WIA, a partner, or an integrated program. Also as described throughout this plan, a variety of processes, and particularly paperwork required of employers and customers must be streamlined. Also, in the absence of training on the many job search and career awareness tools available locally and nationally, staff may not have the universe of resources to offer job seekers and workers.

Appendices

Current Perceptions of the Workforce System   Appendix A
(Legislative, Business, Worker, Public)

Business, Industry, Worker, Job Seeker and Public
Perceptions and Guidance Relevant to One-Stop Service Centers *

Perceptions exist at all levels regarding the current Workforce Investment System and prescriptions exist at all levels regarding how a future Workforce Investment System can meet business, industry, worker, job seeker and public requirements. These perceptions and prescriptions are summarized below.

As noted in 2003 in the "Report of the Legislative Finance Committee on New Mexico's Implementation of the Federal Workforce Investment Act of 1998" and repeated in 2004 in Public Works' "New Mexico's Workforce Development System – and How to Make It Work":

> **New Mexico's self-identified one-stop centers do not comprise a comprehensive one-stop system. The creation of truly comprehensive one-stop centers should be a state priority. In a comprehensive one-stop center, services from all 19 federally mandated partners…. No workforce development office or self-identified one-stop center in New Mexico has access to all federally mandated partners.**

At the local level, where services are delivered, the current Workforce Investment System is frequently perceived to be fragmented, inefficient and customer "un-friendly" - -- all of which confirms the perceptions of legislators and think tanks noted above.

Chambers of Commerce recommendations for improving the Workforce Investment System, include the following:

1.	LWDBs must look at the labor needs,
	both current and future, of local businesses and industries,
2.	Service attributes essential to businesses are "quality",
	"relevance" and "responsiveness",
3.	Account Representatives should be used to serve key employers,
4.	Dedicated phone lines should be set up to serve employers,
5.	 "Single Point of Contact" should be set up for key employer,
6.	Industry-recognized standards and employer-based certifications should be
	the basis for training,
7.	Business contacts and service delivery among economic development,
	human services, education and workforce should be integrated,
8.	Improvement should be based on results and customer feedback.

The SWDBs Business Services Committee stated "delivery of service is key to meeting the needs of business (and job seeker) customers and to achieving New Mexico's goals." The State Business Services Committee has developed its strategy and goals to improve New Mexico's Workforce Investment System. The Business Services

Committee strategy reflects the problems and potential of the State's Workforce System, and, by implication, defines the future success of its One-Stops.

New Mexico's Business Services Committee intends to engage business and industry at the State and local level to:

1.   Identify the market challenges and opportunities faced by the State's businesses and industries,
2.   Determine the workforce-related problems encountered by the State's businesses and industries,
3.   Identify the types of workforce services relevant to the problems, challenges and opportunities.

The State's Business Services Committee intends to assess the types and scope of workforce services and determine how the services are being provided, how the services are marketed and delivered, and the extent to which the services are meeting business and industry needs.

1.   Selection of business services to ensure services are available to meet business needs,
2.   Packaging of services to meet the specific needs of local businesses,
3.   Service that is "accessible", "flexibly delivered" and "customized to meet requirements",
4.   Service that is "reliable", "valuable" and "meets expectations".

The State Business Services Committee plans to develop business groups to examine feedback, assess services and promote continuous improvement. Specific lines of inquiry will include:

1.   How service delivery can be improved.
2.   How services can be expanded.
3.   How services can be more effectively packaged.
4.   How services can be re-structured/revised to meet business needs.
5.   How services are meeting the needs of business.

The State Business Services Committee envisions local Business Services Committees with a parallel mission demanding similar improvements. The State's Business Services Committee promotes a strong voice for local businesses (and Local Business Services Committees) in selection, design and delivery of business services, including:

1.   Packaging of services to meet the specific needs of local businesses,
2.   Service that is "accessible", "flexibly delivered" and "customized to meet requirements",
3.   Service that is "reliable", "valuable" and "meets expectations".

The perceptions, goals and strategy of the State Business Services Committee and the involvement of local businesses and industries provide valuable guidance and direction for developing successful business services within One-Stop Service Centers and are incorporated into the One-Stop Service Center Certification criteria.

Administratively, the following elements were noted for developing and improving a network of comprehensive and responsive One-Stop Service Centers in New Mexico:

1. Required partnerships and co-location of all mandated partners, including WIA, Wagner-Peyser, Adult Education and Literacy and additional partners, such as TANF and Food Stamps employment and training services,
2. Common intake system to ensure single point of service for all customers,
3. Cross-trained personnel,
4. Customer satisfaction,
5. Performance measures and standards, such as number of businesses served and workers served, placement of workers in training and jobs, etc.
6. Goals, including placement of workers in "self-sufficiency" jobs,
7. Processes, procedures and staff up-grade training and education to assure all customers receive complete and appropriate service, and
8. Certification for One-Stop Service Centers.

As envisioned by the Legislature and Governor, New Mexico's One-Stop Service Centers reflect the vision of a Workforce Investment System which is coordinated, integrated and accountable, delivering workforce services to New Mexico's businesses, industries, workers and job seekers to meet the challenges, opportunities and problems of today's economy. The One-Stop System Guide is intended to help LWDBs improve workforce services for their Region's by creating coordinated, integrated and accountable One-Stop Systems in their Regions.

* From New Mexico's One-Stop System Guide

ONE-STOP SERVICE INTEGRATION MODEL

M I S S I O N				
BUSINESS SERVICES		**RESULTS → RESULTS**	**JOB SEEKER SERVICES**	
Business Information & Resources	→ ←		Employment Information & Resources	
Level 1	→ ←		Level 1	
Custom Workforce Services	→ ←		Skills Enhancement & Career Development	
Level 2	→ ←		Level 2	
Industry Services	→ ←		Training & Education Services	
Level 3	→ ←		Level 3	
			Specialized Partner Services	
			Llevel 4	
MANAGEMENT & ADMINISTRATION				

BUSINESS REQUIREMENTS

JOB SEEKER REQUIREMENTS

Human Resource Basics Service Outline   Appendix C

TOWARD HUMAN REOURCE BASICS

EXPECTATIONS:

1.   Operate from a Human Resources Model.

2.   Recruit a "pool" of qualified workers identified and available for referral to businesses and from which businesses can draw comfortably.

3.   Career Counselors who know industry, business and how businesses work. Not Case Managers with a social service perspective, but career counselors with a jobs and business perspective.

4.   Reliable assessment: a process that serves as an "un-biased observer" and "assessor" of a job seeker's skill set; a "process", not a "product"; an assessment of specific skills, not a "general skills assessment", e.g. Microsoft Office - someone has the skills or they don't.

5.   Targeted training resources for priority industries. The training "mix" for targeted industries (e.g. classroom, on-site, OJT, etc.) needs to be determined with direction from businesses in the industry (e.g. Industry Workforce Alliance or similar industry-based group).

6.   On-the-Job training will be re-positioned from "We'll save you money!" to a productivity enhancer and career mobility service.

7.   Referral Services for businesses in priority industries will be tailored to meet the needs of businesses in those industries. All processes supporting the referral service are subject to change and customization.

Table A

Vision: Central Board Business-Driven One-Stop	
A strong economic environment, growing industries, highly competitive and profitable businesses, skilled and productive workers and growing, thriving communities.	

Table B

Mission: Central Board Business-Driven One-Stops	
To deliver value-added workforce and human resource services that contribute to an economic environment in which Central Area industries are growing, businesses are highly competitive and profitable, workers are skilled and productive and communities are growing and thriving.	

Table C

	Objectives & Operating Goals: Central Board Business-Driven One-Stops	
	Deliver value-added workforce and human resource services by:	
1	Establishing industry groups and/or active working relationships with existing industry groups for the purpose of developing value-added workforce and human resources services, including training and other customized services, including process for the referral of qualified job applicants.	
2	Providing basic human resource services to all businesses in the Central Area.	
3	Providing customized services to industries designated an economic priority.	
4	Training individuals to industry standards and employer-based certifications.	
5	Providing designated Account Representative to businesses in each priority area.	
6	Providing single point of contact for businesses.	
7	Providing dedicated phone line for businesses.	
8	Packaging services to meet the expressed requirements of the business community.	
9	Eliminating duplicate business contacts.	
10	Providing value-added services, i.e. services that are relevant, valuable, reliable, customized, responsive, flexibly delivered, accessible and meet expectations.	

CENTRAL AREA BOARD ACTION PLAN

Table E

ITEM	STATUS	ACTION	COMMENTS
1	X	Access Area's Economic Situation, Challenges, Opportunities	Accomplished
2	X	Determine Area's Priority Industries	Health Care, Construction, Manufacturing, Customer Service (Call) Center
3	P	Establish "Industry Representatives" to the Priority Industries	Pending Contact with each industry; Task Board members & Executive Director to initiate contacts.
4	P	Establish Working Relationships with Priority Industries	Establish "Industry Workforce Alliances" with each industry or Work through existing association.
5	I	Determine Workforce Services Required by Priority Industries	Recruitment, Screening for Qualifications, Skills Training have been previously identified.
6	P	Allocate Training Resources to Priority Industries	90% of training funds to be allocated for jobs in Priority Industries; types of training to be determined.
7	X	Determine Two Locations to be One-Stops	Belen, Rio Rancho. Mountain Road, Moriarty (four sites)
8	I	Identify Workforce Services for One-Stops to Deliver to Priority Industries	Initial concentration will be on learning the requirements of the businesses in the priority industries and customizing the services (including training).
9	P	Establish Metrics for Assessing One-Stop's Achievement of Goals	Allocation of training, success rate for training, and service improvement for Priority Businesses.
10	X	Complete One-Stop Business Plan	Belen, Rio Rancho. Mountain Road, Moriarty Business Plans should concentrate on providing quality HR functions, i.e. assessment that leads to quality screening, changing "case workers" to "career counselors" & identifying pool of qualified job applicants.
11	P	Commence Delivery of Training and Workforce Services	Emphasis on HR-related services delivery (see 10 above).
12	P	Continue Guiding Service Development & Service Delivery in One-Stops	Feedback mechanisms include industry experience, business response, and metrics.
13		Assess One-Stop (using "Self-Assessment" six months after services commence)	Formal review on operations, set for October with staff from Central Board, OWTD and site.

X=Completed   P=Planned   I=In-Process

Levels of Service (Business and Job Seeker)   Appendix F (1 - 5)

Level 1 Business and Job Seeker Services   Appendix F 1

Level 2 Business and Job Seeker Services   Appendix F 2

Level 3 Business and Job Seeker Services   Appendix F 3

Level 4 Business and Job Seeker Services   Appendix F 4

Partner & Community Resources   Appendix F 5

MISSION				
BUSINESS SERVICES			**JOB SEEKER SERVICES**	
BUSINESS INFORMATION & RESOURCES Level 1			**EMPLOYMENT INFORMATION & RESOURCES** Level 1	
Designated Contact(s) to Assist Businesses Seeking / Using Level 1 Services (Explain the Services, especially Screening)			Information on & Direction to One-Stop Services / Resources	
Dedicated Phone line for Business Contacting the One-Stop			Resource Room	
Post Job Openings Through the Internet ("Non-Suppressed")	[pink]	[pink]	Access to Job Listings	
Access Applicant Resumes / Applications	[pink]	[pink]	Self–Referral to Level 1 Job Openings	
Access Labor Market Information			Information on / Self-Referral to Community & Partner Resources	
Access information on affirmative action, diversity, etc		[pink]	Job Search Skills / Application/Resume Builder	
Access information on tax incentives			Key Boarding (i.e. assistance familiarization with computer use)	
Access information on training programs, including apprenticeship		[pink]	Labor Market Information	
Access human resource-related information			Access Unemployment Insurance Service (thru phone)	
Access labor relations information		[pink]	Career Services / Occ Profiles / Skill Req / Wage	
Access healthy workplace information			Use of fax	
Use of fax			Use of phone	
Use of phone			Use of copy machines	
Use of copy machines			Use of computers	
Use of computers			Internet access	
Internet access			Use of offices for interviewing	
Use of offices for interviewing				
Outplacement services	[pink]			
Referral to Business Resources				

(Left vertical label: BUSINESS REQUIREMENTS. Right vertical label: JOB SEEKER REQUIREMENTS)

KEY	CODE	MAJOR SERVICES / FUNCTIONS	COST	MANAGEMENT BY
	[blue]	Business Functions and Services	Costs Shared by All One-Stop Partners	Business Services Manager/One-Stop Manager/ Operations Manager
	[light green]	Services Available to All Programs' Job Seekers	Costs Shared by All One-Stop Partners	Job seeker Services Manager/One-Stop Manager/ Operations Manager
	[pink]	Business / Job Seeker "Cross-Over" Services	Costs Shared by All One-Stop Partners	Business Services Manager/One-Stop Manager/Operations Manager
	[dark green]	Unique Services Available to a Program's Participants	Costs Absorbed by Individual Program	Program Mgr/Lead/Specialist
	[yellow]	Partner & Community Resources	Available for Referral	One-Stop Manager/Operations Manager (to enable cooperation)

Level 2 Expanded (BUILT ON ONE-STOP SERVICE INTEGRATION MODEL)   Appendix F-2

	CUSTOM WORKFORCE SERVICES Level 2			SKILLS ENHANCEMENT / CAREER DEVELPMNT Level 2	
BUSINESS REQUIREMENTS	In addition to Level 1 Services:			In addition to Level 1 Services:	**JOB SEEKER REQUIREMENTS**
	Single Contact for Businesses Seeking/Using Level 2 Services			Staff/Guided Referrals to (Non Level 3) Job Openings	
	Dedicated Phone line for Business Contacting the One-Stop			Convey Job Requirements to Potential Applicants	
	Studies and feedback indicate businesses will most likely request services such as the following:			Screen for Barriers and Referral to Non-Program-Specific Support Services	
	Assistance Identifying Job Requirements			Screen for Potential Eligibility for a Program	
	Assistance Describing Job Opening			Information on / Referral to Community & Partner Resources	
	Assistance with Job Postings			Self-administered Assessment or Test	
	Recruitment			Job Finding Workshops	
	Screening for Designated Job Requirements			Job Finding Skills Workshops (e.g. Resume Writing, Interviewng)	
	Skills Testing / Assessment			Career Planning Workshops	
	Conveying Potential Job Applicant Skills to Business			Job Club	
	Referral of Screened / Qualified Applicants			Industry/Business/Employer-Specific Information Session	
	Workshops, e.g. Business Financing, Venture Capital, Establishing a Business, Entrepreneurship, Legal & Tax Questions.			Work & Life Skills Education. (e.g. Employability Skills, Money Management, Basic Skills, Life Skills, Basic Computer Skills, Parenting)	
	Referral to Additional Partner, Community & Business Resources				
				GED/ABE/Literacy	
				ESL	

Customized Workforce Services are intended for businesses in industries that are not Board-designated Priority, but request services beyond Level 1.

	CODE	MAJOR SERVICES / FUNCTIONS	COST	MANAGEMENT BY
KEY		Business Functions and Services	Costs Shared by All One-Stop Partners	Business Services Manager/One-Stop Manager/ Operations Manager
		Services Available to All Programs' Job Seekers	Costs Shared by All One-Stop Partners	Job seeker Services Manager/One-Stop Manager/ Operations Manager
		Business / Job Seeker "Cross-Over" Services	Costs Shared by All One-Stop Partners	Business Services Manager/One-Stop Manager/Operations Manager
		Unique Services Available to a Program's Participants	Costs Absorbed by Individual Program	Program Mgr/Lead/Specialist
		Partner & Community Resources	Available for Referral	One-Stop Manager/Operations Manager (to enable cooperation)

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BUSINESS REQUIREMENTS	INDUSTRY SERVICES Level 3				TRAINING & EDUCATION Level 3	JOB SEEKER REQUIREMENTS
	In addition to Levels 1 and 2 Services:				In addition to Levels 1 and 2 Services:	
	Designated Account Representative for each Business in a Board-Designated Priority Industries				Level 3 training and education are eligibility contingent, program-specific and program-funded (i.e. funded through one or more of the partner programs). Job seeker participation is contingent on eligibility for one (or more) programs, as determined in Level 4.	
	Industry Workforce Networking Group for Businesses in Priority Industries					
	Training Tailored to Requirements of Businesses in Priority Industries				Training and Education include the following:	
					Customized Training	
	Services Tailored to Requirements of Businesses in Priority Industries, such services as:				Work Experience	
	Job Analysis and Job Profiling				On-the-Job Training	
	Assistance with Job Descriptions and Job Order Writing				Work Experience	
	Customized Recruitment and Screening				Staff Arranged Referrals to Job Openings	
	Reference Checks				Convey Job Requirements to Potential Applicants	
	Drug Testing				Performance Coaching	
	Applicant Assessment & Testing					
	Referral of Screened / Qualified Applicants					
	Establish / Confirm Licensing or Industry Skill Requirements					
	EEO / Affirmative Action & Employment Information					
	Conveying Job Potential Job Applicant's Skills to Business					
	Occupational Skills Specific Training					
	Customized Work Training					
	Work Experience					
	On-the-Job Training					

KEY	CODE	MAJOR SERVICES / FUNCTIONS	COST	MANAGEMENT BY
		Business Functions and Services	Costs Shared by All One-Stop Partners	Business Services Manager/One-Stop Manager/ Operations Manager
		Services Available to All Programs' Job Seekers	Costs Shared by All One-Stop Partners	Job seeker Services Manager/One-Stop Manager/ Operations Manager
		Business / Job Seeker "Cross-Over" Services	Costs Shared by All One-Stop Partners	Business Services Manager/One-Stop Manager/Operations Manager
		Unique Services Available to a Program's Participants	Costs Absorbed by Individual Program	Program Mgr/Lead/Specialist
		Partner & Community Resources	Available for Referral	One-Stop Manager/Operations Manager (to enable cooperation)

SPECIALIZED PARTNER SERVICES Level 4	
Determine of Eligibility for Program(s)	JOB SEEKER REQUIREMENTS
Manage Case (Under Program-Unique Rules and Requirements)	
Conduct Program-Unique, Eligibility-Restricted Assessments	
Screen for Barriers for Referral to Program-Unique, Eligibility-Restricted Support Services	
Develop Individual Service Plan / Employment Development Plan / Other Plan (Under Program-Unique Rules and Requirements)	
Follow-up / Follow-Through (as Dictated by Program-Unique Rules and Requirements)	

KEY	CODE	MAJOR SERVICES / FUNCTIONS	COST	MANAGEMENT BY
		Business Functions and Services	Costs Shared by All One-Stop Partners	Business Services Manager/One-Stop Manager/ Operations Manager
		Services Available to All Programs' Job Seekers	Costs Shared by All One-Stop Partners	Job seeker Services Manager/One-Stop Manager/ Operations Manager
		Business / Job Seeker "Cross-Over" Services	Costs Shared by All One-Stop Partners	Business Services Manager/One-Stop Manager/Operations Manager
		Unique Services Available to a Program's Participants	Costs Absorbed by Individual Program	Program Mgr/Lead/Specialist
		Partner & Community Resources	Available for Referral	One-Stop Manager/Operations Manager (to enable cooperation)

	BUSINESS RELATED PARTNER & COMMUNITY RESOURCES		JOB SEEKER RELATED PARTNER & COMMUNITY RESOURCES	
B U S I N E S S R E Q U I R E M E N T S	Economic Development		Community Colleges	J O B S E E K E R R E Q U I R E M E N T S
	Enterprise / Business Incubators		Apprenticeship	
	Entrepreneurship Programs		Child Care	
	Apprenticeship Program		Transportation	
	Private Placement Agencies		Protective Services	
	Community Colleges		Domestic Violence	
			Mental Health	
			Housing	
			Public Education	
			ABE	
			ESL	
			DVR	
			Commission for the Blind	
			Veterans	
			Job Corps	
			Community Action	
			HUD E&T	
			Food Stamps	
			CSW TeamWorks	
			Title S	
			Bold / Gold	
			FBOs	
			Private Placement Agencies	

	CODE	MAJOR SERVICES / FUNCTIONS	COST	MANAGEMENT BY
K E Y		Business Functions and Services	Costs Shared by All One-Stop Partners	Business Services Manager/One-Stop Manager/ Operations Manager
		Services Available to All Programs' Job Seekers	Costs Shared by All One-Stop Partners	Job seeker Services Manager/One-Stop Manager/ Operations Manager
		Business / Job Seeker "Cross-Over" Services	Costs Shared by All One-Stop Partners	Business Services Manager/One-Stop Manager/Operations Manager
		Unique Services Available to a Program's Participants	Costs Absorbed by Individual Program	Program Mgr/Lead/Specialist
		Partner & Community Resources	Available for Referral	One-Stop Manager/Operations Manager (to enable cooperation)

Business & Industry   Appendix G 1

Worker & Job Seeker   Appendix G 2

Priority Industry / Business in Priority Industry

All Industries / Businesses in All Industries

| Level **1** Services | Level **2** Services | Level **3** Services |

THE ECONOMIC SITUATION

RESULTS ACHIEVED
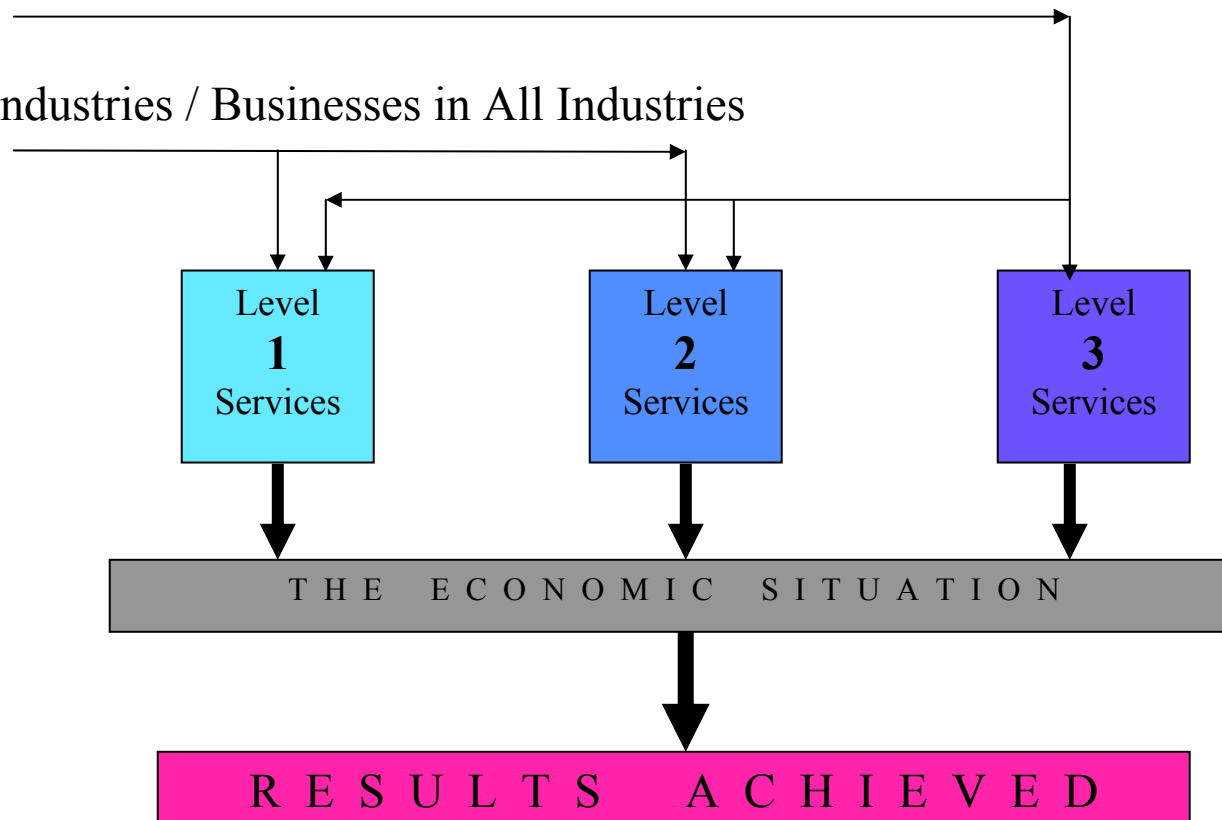
ALL WORKERS & JOB SEEKERS

LEADERSHIP	Governor, State & Local Boards, Secretaries
MANAGEMENT MODEL	A/Es, One-Stop Operators, Site Mgrs, OWTD
OPERATIONAL MODEL	One-Stop Operators, Site Mgrs, Business Services & Job Seeker Services Mgrs, Staff
BUSINESS PLAN	Local Boards

LEADERSHIP
Elevates the Vision, Mission, Objectives & Strategy; Facilitates Implementation; Eliminates Barriers; Expedites Transition; Promotes Continuous Improvement based on Customer Feedback.

MANAGEMENT MODEL
Describes the Financial and Regulatory Goals; Service Results and Service Experience; Customer and Operational Management Functions; Cultural, Leadership, Alignment, Teamwork, Supervision, Staff Skills, Communication, Organizational and Services to be Established, Maintained and Delivered.

OPERATIONAL MODEL
Describes Service Delivery Strategy.

BUSINESS PLAN
Describes how the above is to be achieved within a Local Board Area and One-Stop site.

MODEL	NM WORKFORCE DEFINITIONS	NEW MEXIXO ONE-STOP MANAGEMENT MODEL WORKFORCE

Objectives / Strategy: Build New Mexico's wealth by delivering business-driven services to businesses, industries, workers and job seekers by integrating the services provided by workforce-related organizations and programs, in order (1) to improve basic value-added workforce and human resource services and (2) to provide services to more businesses, workers and job seekers, providing basic human resource services to all, customizing workforce services for businesses requesting them, establishing "Workforce Alliances" with priority industries to tailor workforce services to meet their requirements, and delivering a range of workforce, skills enhancement and education services for workers and job seekers.

Financial / Reg

Quality and cost of services delivered and numbers of individuals and businesses served will increase. Program regulations will be complied with and program performance requirements will be met and exceeded.

- Increase Business & Worker Wealth
- Increase Number of Priority Industries/Businesses Served
- Increase Number of Workers/Job Seekers Served in Priority Industries/Businesses
- Improve Cost Structure (Efficiency: Cost/Outcome)
- Exceed Program Performance Requirements
- Comply with Program Regulations

Business/Job Seeker Perspective

Businesses will receive services and experience results as demanded in numerous studies, focus groups and "listening sessions". Workers will receive services and experience results as demanded in numerous studies, focus groups and listening sessions.

	Results			Experience	
Business	-Qualified Applicants -Timely Referral -Improved Skills -Higher Productivity	Job Seeker	-Prepared for Job Search -Qualified for Job Referral -Improved Skills -Higher Productivity -Career Mobility	Business	-Staff know the industry -Staff knows the business -Easy access to services -Staff know job requirements	Job Seeker	-Listened to -Assisted tailored to need/ situation -Informed re employment ops -Assisted with job search, e.g. referred

Internal Perspective

Organization and operations will reflect local Board's strategy and align to achieve service experiences and results throughout delivery (e.g. Human Resource Basics -- recruitment, screening, referral, training; skills enhancement, placement/employment, retention, career mobility).

Customer Management

Business: -Provide Human Resource Basics to Businesses -Dedicated Phone Line -Single Point of Contact -Support Priority Industry Workforce Alliances -Dedicated Industry Rep -Tailored Workforce Service Delivery for Priority Industries -Training to Industry/Employer Standard -Flexibly Develop/Deliver Training -Tailor Services for Priority Industries -Improve Processes to Develop & Improve Business Service Delivery

Worker: -Provide access to more & better job openings, career opportunities & training.

Operations Management

Regulatory Requirements
-Workplace & Customer Service Areas
-Requirements / Waivers
Operations Management
-Business & Job Seeker Service Delivery Improvement
-Cycles of Service Improvement to Achieve Results/Outcomes
Innovation Processes
-Business, Worker & Job Seeker Opportunities
-Pilots, Demos, Tests
-Design, Launch, Evaluate, Implement Cycle Improvements

Developmental Perspective

Culture, Leadership, Alignment, Teamwork, Management, Staff Skills, Communications, Organization, Service Emphasis

Culture: Business-Driven; Assist Business to Solve Workforce Problems; Help Workers in Career Transition; Service Conscious; Results Focused
Leadership: Elevate the Mission, Objectives & Strategy; Facilitate Implementation; Eliminate Barriers; Expedite Transition; Promote Continuous Service & Results Improvements based on Customer Feedback
Alignment: Systems & Processes are Designed to Achieve Experiences and Outcomes, e.g. Flexible Service Delivery → Flexible Job Descriptions
Teamwork: Functional Assignments, Service Delivery by Teams Supported by Various Funding Streams, Programs & Institutions.
Management: Accountability, Responsibility & Authority to Supervise and Direct Teams and Individuals, Service Development & Service Delivery.

Staff Skills: Developing, designing and delivering demand-driven services; team work; flexibility
Communications: Business Services <-> Worker Services; Businesses & Industry <-> Business Services; Workers & Job Seekers <-> Worker Services
Organization: Functional Organization; Service Teams; Team-based Service Delivery; Cost Pooling/Sharing for Operations & Service Delivery
Service Emphasis: Enhance Business-Driven Strategy; Improve Results for Businesses, Workers & Job Seekers

One-Stop Functional Organization Model

```
                          ┌──────────────┐
                          │  One-Stop    │
                          │  Site Mgr    │
                          └──────────────┘
        ┌─────────────────────┼─────────────────────┐
┌──────────────┐      ┌──────────────┐      ┌──────────────┐
│  Business    │      │  Job Seeker  │      │    Admin     │
│  Services    │      │  Services    │      │  Services    │
│  Functions   │      │  Functions   │      │  Functions   │
└──────────────┘      └──────────────┘      └──────────────┘
```

Business Services Functions
- Outside Tailored to Businesses
- Business Proposal Development
- Customized/ Tailored HR Services
- Referral Services (To Meet Business Requirements)

Job Seeker Services Functions
- Resource Room Services
- Job Seeker Workshops Classrooms
- Testing & Assessment
- Referral Services (To Meet Job Seeker Requirements)
- Special Program Services

Admin Services Functions
- Facilities Maintenance
- System Maintenance
- Liaison With State Office Programs

The One-Stop Functional Organizational Model on the left appears "traditional", but is based on functions. Functional supervision is required to integrate the similar services offered by partners. For example, "Business Services Functions" are provided by WIA, Wagner-Peyser, Vets and other programs, funding streams and organizational efforts; one of the functions is contacting businesses. Businesses have specified that contacts not be duplicated and that a single point of contact be implemented. The One-Stop Site Mgr is responsible for directing Business Services Functions, satisfying this business requirement.

Service Cost Allocation Model   Appendix K

Over View Services / Activities / Tasks Involved &
Agencies, Programs & Funding Streams Benefiting / Cost Allocation Method

		SERVICES with COSTS to be ALLOCATED		Benefiting Agencies/Programs	ALLOCATION METHOD	Other Method
SERVICES	0	Mgr of First	Impressions	All Agencies/Programs	% of all participants	
	Level 1	Business Information & Resources (Level 1)		All Agencies/Programs	% of all participants	
		Job Seeker Employment Info & Resources (Level 1)		All Agencies/Programs	% of all participants	
SERVICES	Level 2	Custom Workforce Services (Level 2)		All Agencies/Programs	% of all participants	
		Skills Enhancement & Career Development (Level 2)		All Agencies/Programs	% of all participants	
SERVICES	Level 3	Industry Services (Level 3)		All Agencies/Program	% of all participants	
		Training & Education (Level 3)		Funding per Specific Agencies/Programs	Based on Co- or Multiple Eligibility	
SERVICES	Level 4	Specialized Partner Services (Level 4)		Funding per Specific Agencies/Programs	Based on Co- or Multiple Eligibility	

"MANAGER OF FIRST IMPRESSIONS": SERVICE RESOURCE ALLOCATION   K-2

0				WIA	TANF	W-P	VETS	UI	Gold Mntrs	EOC	LNCS DVR	HELP	Job Corps	X	Y	Z
1																
		A		B	C	D	E	F	G	H	I	J	K	L	M	N
2	Greeting, listening to situation, initial assessment of needs, review of resources available.			X	X	X	X	X	X	X	X	X	X			
3	Staff activities include:															
4	Greets individuals entering the One-Stop															
5	Provides cursory overview of Resource Room facilities, range of One-Stop resources, etc.															
6	Listens for needs & to understand business's / worker / job seeker's situation.															
7	Introduces individuals to and assists individuals with logistics of the One-Stop															
8	Provides direction to resource or resources to serve business / worker / job seeker's needs															
9																
10																
11																

The general service to be provided, that of managing first impressions, is shown in line 2; details on activities involved in the service are shown in lines 4-8. Since participants of all One-Stop participating programs, agencies, funding streams benefit from the service, all programs, agencies, funding streams will contribute to the costs of the person(s) serving as "Manager of First Impressions"; the potential partners are shown in columns B – N (actual partners are anticipated to change as the One-Stop develops).   A reasonable basis for allocation of the cost of service is number of participants from each program, agency, funding stream served by the One-Stop; each program, agency, funding stream's percentage of the total will determine its percentage of costs for the Manager of First Impression. Other services will be treated similarly for cost allocation purposes, as shown in the following Appendices K-3 – K-9.

BUSINESS INFORMATION & RESOURCES (Level 1)

SERVICES & RESOURCE ALLOCATION

		WIA	TANF	W-P	VETS	UI	Gold Mntrs	EOC	LNCS DVR	HELP	Job Corps	X	Y	Z
1	Assist businesses to use Level 1 services (especially, explain the structure of the service and expected results, i.e. suppressed, non-suppressed, priority, "Levels")													
2	Respond to dedicated phone line for business contacting the One-Stop													
3	Assist businesses to post Job Openings through the Internet													
4	Assist businesses to access applicant resumes / applications													
5	Assist businesses to access a variety of Labor Market Information and information on affirmative action, diversity, tax incentives, training programs, human resource-related subjects, labor relations, healthy workplace.													
6	Assistance includes helping with use of equipment, on-line tools (e.g. resume builder, job search applications), Internet, facilities (e.g. phone, fax, copy machines, computers, fax, Internet, various self-assessments & self-tests, interview space).													
7	Listen, assess and provides information on additional services, e.g. outplacement.													
8														
9														

EMPLOYMENT INFORMATION & RESOURCES (Level 1)

SERVICES & RESOURCE ALLOCATION

	WIA	TANF	W-P	VETS	UI	Gold Mntrs	EOC	LNCS DVR	HELP	Job Corps	X	Y	Z
Hosting, Monitoring, Helping, Providing for, Assisting Job Seekers in the Resource Room	X	X	X	X	X	X	X	X	X	X			
Hosting, monitoring, helping, providing for and assisting activities include:													
Orienting to the Resource Room includes informing customers of equipment, services, information and help they may need, require or desire.													
Helping to access and use Job Listings includes "bringing up" job orders, searching, interpreting, evaluating.													
Assisting with "self–referral" includes information on "the system", definition of terms, interpretation of the screens, etc………..													
Job Search Skills / Application / Resume Builder													
Assisting with access to Unemployment Service information (thru phone)													
Helping includes helping to find, access and use such services as career services, occupational profiles, job skills requirements, job profiles, wage information, a range of labor market information, training facilities and programs.													
Providing information includes information on community resources (e.g. child care, transportation, etc), Unemployment Insurance													
Assistance includes helping with use of equipment, on-line tools (e.g. resume builder, job search applications), Internet, facilities (e.g. phone, fax, copy machines, computers, fax, Internet, various self-assessments & self-tests, interview space).													

CUSTOM WORKFORCE RESOURCES (Level 2)

SERVICES & RESOURCE ALLOCATION

		WIA	TANF	W-P	VETS	UI	Gold Mntrs	EOC	LNCS DVR	HELP	Job Corps	X	Y	Z
1	Respond to dedicated phone line for business contacting the One-Stop													
2	Assist businesses to post job openings through the Internet													
3	Assist businesses to access applicant resumes / applications													
4	Assist businesses to identify job requirements													
5	Assist businesses to describe jobs accurately in the postings/descriptions													
6	Assist businesses with limited recruitment													
7	Assist businesses with screening criteria and screening potential referrals.													
8	Assist business to identify appropriate skills testing/ assessment tools													
9	Assist by conveying accurate job requirements to potential applicants													
10	Assist by conveying accurate job applicant skills to businesses													
11	Refer screened / qualified applicants													
12														

SKILLS ENHANCEMENT & CAREER DEVELOPMENT (Level 2)

SERVICES & RESOURCE ALLOCATION

		WIA	TANF	W-P	VETS	UI	Gold Mntrs	EOC	LNCS DVR	HELP	Job Corps	X	Y	Z
1	Staff/guided referrals to job openings (for suppressed, non Level 3 Businesses)													
2	Screen for barriers for referral to non-program-specific support services													
3	Screen for potential eligibility for a program													
4	Assist with Self-administered assessment or test													
5	Plan, schedule, conduct workshops, including Job Finding, Resume Writing p, Interviewing Skills.													
6	Plan, schedule, conduct Job Club.													
7	Plan, schedule conduct work & life skills education workshops, including basic skills, basic computer skills, employability skills, money management skills.													
8	Attend and assist job seekers during industry/business/ employer-specific information session													
9														

INDUSTRY SERVICES (Level 3)

SERVICES & RESOURCE ALLOCATION

		WIA	TANF	W-P	VETS	UI	Gold Mntrs	EOC	LNCS DVR	HELP	Job Corps	X	Y	Z
1	Perform Duties of Designated Account Representative for each business customer in a Level Priority Industry													
2	Conduct Job Analysis													
3	Conduct Job Profiling													
4	Assist with Job Descriptions													
5	Assist with Job Order Writing													
6	Deliver Customized Recruitment													
7	Deliver Customized Screening													
8	Perform Reference Checks													
9	Perform Drug Testing													
10	Provide Candidate Assessment Testing													
11	Convey Job Requirements to Potential Applicants													
	Convey Job Potential Job Applicant's Skills to Business													
	Refer Screened/Qualified Applicants													

		WIA	TANF	W-P	VETS	UI	Gold Mntrs	EOC	LNCS DVR	HELP	Job Corps	X	Y	Z
	Establish/Validate Licensing or Industry Skill Requirements													
	Provide Occupational Skills Specific Training													
	Customized Work Training													
	Work Experience													
	On-the-Job Training													
	Work Experience (Subsidized)													
	Work Experience (Community Service)													
	EEO/Affirmative Action & Employment Information													
	Provide Support to Industry Workforce Networking Group													

TRAINING & EDUCATION SERVICES (Level 3)   K-8
SERVICES & RESOURCE ALLOCATION

		WIA	TANF	W-P	VETS	UI	Gold Mntrs	EOC	LNCS DVR	HELP	Job Corps	X	Y	Z
	Individual Training for Program Eligibles.	**NOTE**: Training and Education in Level 3 involves participation conditioned on program eligibility. Unlike Level 2 which has training and education workshops that are not "eligibility conditioned", Level 3 training and education is individualized and eligibility determined. Eligibility requirements specify that funds for individualized training be expended under specific circumstances. In addition, local Workforce Board's designate training funds for skills training in Priority Industries. In instances, individuals may be found to eligible for training support under more than one or under multiple programs; in other cases, under a single program; therefore, the extent of cost allocation will vary. However, where possible, co-enrollment, co-funding and cost allocation are encouraged in the One-Stop.												

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SPECIALIZED PARTNER SERVICES (Level 4)
SERVICES & RESOURCE ALLOCATION

		WIA	TANF	W-P	VETS	UI	Gold Mntrs	EOC	LNCS DVR	HELP	Job Corps	X	Y	Z
1	Determine eligibility for specific program(s)	**NOTE**: Specialized Partner Services involve specific program eligibility determination and "Case Management". Eligibility and case management requirements are prescribed by program which specify rigorous rules, regulations and policies; therefore, Specialized Partner Services often require program specific expertise and program unique requirements are often specified for job seeker continuing eligibility. In instances, individuals may be found to eligible for more than one or for multiple programs; in other cases, a single program; therefore, the extent of cost allocation will vary. However, where possible, co-enrollment and cost allocation are encouraged in the One-Stop.												
2	Case management	A	B	C	D	E	F	G	H	I	J			
3	Conduct, interpret, explain comprehensive assessments	A	B	C	D	E	F	G	H	I	J			
4	Screen for barriers for referral to program-specific (i.e. eligibility-restricted) support services	A	B	C	D	E	F	G	H	I	J			
6	Follow-up / follow-through on plans.	A	B	C	D	E	F	G	H	I	J			
7	Plan, arrange and "monitor" occupational skills specific training [1] for eligible participants (per Board Policy / Bus Plan) in cooperation with Account and/or Business Service Reps	A	B	C	D	E	F	G	H	I	J			
8	Plan, arrange and "monitor" eligible participant progress in skills education.[1]	A	B	C	D	E	F	G	H	I	J			
	[1] Occupational skills specific training includes customized training, on-the-job training, work experience (subsidized, un-subsidized and community service). Work and life skills education includes basic skills, basic computer skills, employability skills, money management skills.													

Allocation Methods for Facilities, Equipment and Operations are more straightforward than are allocation methods for service provision; it addition, such costs have been allocated historically and methods are already in use. It is the allocation of service costs that is of primary concern. It is anticipated that the allocation methods for facilities, equipment and operating costs will be refined as the One-Stop implementation progresses.

Metrics   **Appendix M**

Summary of Expected Results and Measures
For Businesses, Industries, Workers and Job Seekers

Businesses & Industries Metrics

Results Expected for Businesses & Industries

- o   Business has a single point of contact, not several and no competing contacts;
- Systems, processes and paperwork are in place to support successfully meeting employer and customer needs;
- Paperwork and processes is not a burden for employers;
- Adequate and appropriate initial and comprehensive assessment of customers and pre-screening ensures appropriate referrals.

Metrics for Expected Results for Businesses & Industries

- Job orders from new and/or repeat employer customers by priority industry
- Increase in number of job seekers placed in jobs by Central Board One-Stops.
- Increase in number of people who are trained, placed, and retained in high demand occupations and priority industries.
- Referrals from One-Stop remain employed (by priority industry)

- Investment of a minimum 90% of training resources in target industry occupations.

Workers & Job Seekers Metrics

Results Expected for Workers & Job Seekers

- Available funding is likely to serve larger numbers of customers because of business's & industries' actual demand for workers from the One-Stop and due to focused approach to serving customers', *including employers'*, requirements,
- Systems, processes and paperwork are in place to support successfully meeting employer and customer needs;

Metrics for Expected Results for Job Seekers & Workers

- Increase in industry and occupational awareness and skills for youth.
- Increase number of job seekers placed in jobs by LCWC.
- Increase in number of people from target population groups who are trained, placed, and retained in high demand occupations and priority industries.

- Targeted training resources and other opportunities for self-sufficiency, ensures the system is responsive to those most in need.

Strategic Approach

Priority Industries: Strategy and Areas of Measurement

Priority Industries are selected based on criteria* that will lead to win/win/win/win for business, worker, community, One-Stop:

- Greater likelihood that occupations characterized by high wages, growth and promotion will be identified, targeted and positions filled—all based on demand;
- Growing industry (increasing employment and payroll wages)
- Industry characterized by existing (rather than new, or start-up) businesses within that industry
- Contributes to improved quality of life in the region
- Maintain clear paths for career mobility and promotional opportunities

- Characterized by high wages relative to other industries

*Metrics for determining win/win/win/win success and appropriateness of the criteria to be determined.